

3. ICD Business School's Quality Assurance System and Governance

Legal and Regulatory Context:

A summary of the legislation and regulatory guidelines, which apply to ICD, and which ICD uses (refers to and follows) to ensure we are legally and regulatorily compliant, is as follows (this is not an exhaustive list):

- *The Qualifications and Quality Assurance (Education and Training Act) 2012*
- QQI's *Core QA Guidelines* and '*Statutory QA Guidelines for Independent/Private Providers*'
- *The Code of Practice for Provision of Programmes of Education & Training to International Learners*
- *The EU General Data Protection Regulation (GDPR) 2018*
- *Department of Justice & Equality/INIS Laws and regulations concerning non-EEA student visas The Companies Act (2014)*
- *Statutory Quality Assurance Guidelines (QQI 2016a),*
- *Policy on Quality Assurance Guidelines (QQI 2016c),*
- *Statutory Quality Assurance Guidelines developed by QQI for Independent/Private Providers coming to QQI on a Voluntary Basis (QQI 2016b)*
- *QQI's Code of Practice for Provision of Programmes of Education and Training to International Learners (QQI 2015a),*
- *Protection of Enrolled Learners: Protocols for the Implementation of Part 6 of the 2012 Act (QQI 2013a),*
- *QQI Policy Restatement: Policy and Criteria for Access, Transfer and Progression in Relation to Learners for Providers of Further and Higher Education and Training (QQI 2015b),*
- *the NQAI's Principles and Operational Guidelines for the Recognition of Prior Learning in Further and Higher Education and Training (NQAI 2005),*
- *CEDEFOP's European Guidelines for Validating Non-formal and Informal Learning (CEDEFOP 2009).*
- *QQI's Notice to Voluntary Providers of Education and Training Programmes Leading to QQI Awards regarding the General Data Protection Regulation (GDPR) and the use of the Personal Public Service Number (PPSN) (QQI 2018).*
- *Finance Act 2018*
- *QQI's 'Effective Practice Guidelines for External Examining' (2015)*
- *Terms of Employment (Information) Acts 1994-2014*
- *Employment (Miscellaneous Provisions) Act 2018*
- *National Minimum Wage Act 2000*
- *Payment of Wages Act 1991*
- *Minimum Notice and Terms of Employment Acts 1973-2005*
- *Industrial Relations (Amendment) Act 2015*
- *Organisation of Working Time Act 1997*
- *Organisation of Working Time (Records) (Prescribed Form and Exemptions) Regulations 2001*
- *Maternity Protection (Amendment) Act 2004*
- *Maternity Protection Act 1994*
- *Paternity Leave and Benefit Act 2016*
- *Adoptive Leave Act 2005*
- *Adoptive Leave Act 1995*
- *Parental Leave Acts 1998-2019*
- *Carer's Leave Act 2001*
- *Safety, Health and Welfare at Work Act 2005 (as amended)*
- *Employment Equality Acts 1998-2015*

- Equality (Miscellaneous Provisions) Act 2015
- Employment Equality Act 1998
- Protection of Employees (Part-time Work) Act 2001
- Protection of Employees (Fixed Term Work) Act 2003
- Protection of Employment (Temporary Agency Work) Act 2012
- The Code of Practice for Determining Employment or Self-Employment Status of Individuals 2018
- Protected Disclosures Act 2014
- European Communities (Protection of Employees on Transfer of Undertakings) Regulations 2003
- Employees (Provision of Information and Consultation) Act 2006
- The Redundancy Payments Acts 1967-2014
- Protection of Employment (Exceptional Collective Redundancies and Related Matters) Act 2007
- Unfair Dismissals Acts 1977-2015
- Employment Permits Acts 2003-2014
- Employment Permits (Amendment) Regulations 2018
- Workplace Relations Act 2015
- Further Education and Training Act 2013
- Education (Amendment) Act 2012
- Student Support Act 2011
- Education (Miscellaneous Provisions) Act 2007
- Education for Persons with Special Educational Needs Act 2004
- Education (Welfare) Act 2000
- Qualifications (Education and Training) Act
- Education Act 1998
- National Council for Educational Awards Act 1979
- Higher Education Authority Act 1971
- AHEAD and Higher Education Authority, 'Charter for Inclusive Teaching and Learning' (2013)
- The Equal Status Act 2004
- Disability Act 2005
- Social Welfare Consolidation Act 2005
- European Committee on Culture, Science and Education (2003) Council of Europe Contribution to the Higher Education Area Report. European Parliamentary Assembly, Doc. 9880, 16 July.
- QQI (2013b) Assessment and Standards, Revised 2013. Quality and Qualifications Ireland, Dublin.
- QQI (2016a) Core Statutory Quality Assurance Guidelines. Quality and Qualifications Ireland, Dublin.
- QQI (2016b) Sector-specific Quality Assurance Guidelines for Independent/Private Providers. Quality and Qualifications Ireland, Dublin.
- QQI (2019a) Re-engagement with QQI: Process Guide for Independent and Private Providers. Quality and Qualifications Ireland, Dublin.

3.1 Our Principles of Governance

In accordance with our mission, ICD Business School is committed to upholding the following six principles in all aspects of our academic and corporate governance.

3.1.1 Student-centred

Academic and corporate decision-making will always reflect the interests of learners and the maintenance of academic standards. The college will promote and develop a student-centred learning environment - and teaching and learning culture - and will involve learners as partners in its educational provision and governance. Academic Council, Governing Body and the Management Team will also be committed to the continuous enhancement of the college's academic and pastoral supports, and of the learning opportunities offered to its students.

3.1.2 Academic independence

As a small, independent provider, ICD Business School has a particular obligation to guarantee the separation of academic and corporate decision-making. As such, its governance must be designed and implemented to ensure that Academic Council and its subcommittees have the responsibility and authority to control the academic affairs of the college and discharge their other duties free of undue commercial considerations and corporate influence. These principles of separation and independence shall extend beyond the tripartite relationship between the college Management Team, Governing Body, and Academic Council to encompass all matters relating to the protection of the integrity of academic processes and standards. Trust and respect for the professional judgement of academic staff members, external examiners, and the external members of the ICD governance system (e.g. external independent Academic Council member(s) and external member(s) of Governing Body) will be at the heart of the college's governance.

3.1.3 Accountability & transparency

The core principles of transparency and accountability will guide all of ICD's engagements with internal and external stakeholders. We will engage in transparent decision-making, communication, and the timely disclosure of clear, factual information, which accurately reflects the position and practice of the college. Governing Body, Management Team, and Academic Council will ensure that the college meets all of its legal and regulatory reporting and quality assurance obligations and that all forms of external review are approached with due diligence and care, and in a spirit of openness and good faith. The college will also ensure that key information – about both its educational provision, and its quality assurance procedures and evaluations – will be made publicly available to internal stakeholders (including learners) and external stakeholders, and this information will be accurate, objective, easily accessible and up to date.

3.1.4 A culture of Self-Monitoring & Improvement

In addition to its quality assurance obligations, ICD Business School will promote a culture of continuous and rigorous self-monitoring and evaluation oriented towards the enhancement of its policies and processes, learning environment, teaching and learning strategies, programme performance, and institutional management standards. This will entail the periodic, critical review and analysis of the effectiveness of the college's educational provision *and* its quality assurance system and the development of indicators and measures of quality to guide future self-evaluations. In order to provide a firm basis for sustained change and self-improvement, Governing Body, Management Team, and Academic Council will act meaningfully in response to the college's self-monitoring and evaluation findings and will be accountable through clear, transparent, and documented decision-making and follow-up. Commitment to quality enhancement and improvement are in practice central to ICD's corporate and academic governance.

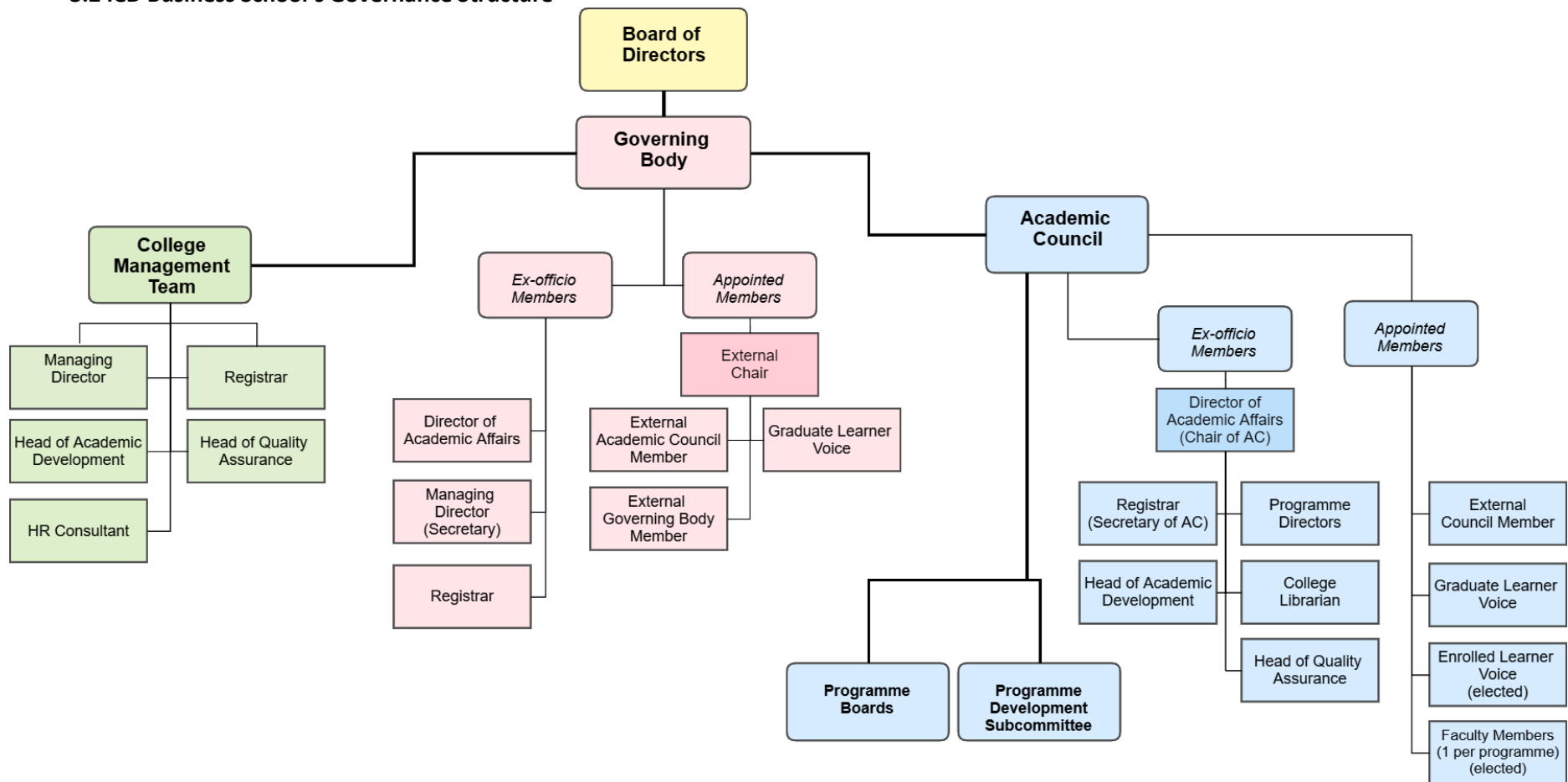
3.1.5 An inclusive quality culture

In addition to designating, documenting and communicating the roles and positions explicitly responsible for QA, ICD will promote quality - for all of its staff and learners – as a way of life. Quality assurance and enhancement will be integrated into all of the normal activities of the college and academic governance and decision-making will be undertaken in a manner that is inclusive, participatory, and representative.

3.1.6 Internal Control & Risk Management

ICD's Governing Body will be responsible for ensuring that the college is prudently financially managed, and that there are effective procedures in place for the identification, management, and mitigation of risk. The college will regularly evaluate its financial position to ensure that it has a sustainable resource base for continued provision and will have established arrangements in place for the protection of all enrolled learners. The Governing Body will make certain that periodic reviews are undertaken to assess the business case both for the sustainability of current provision and for any new programme development or related initiatives, and will consult with and make recommendations to Academic Council on these matters as a matter of principle.

3.2 ICD Business School's Governance Structure



3.3 Reporting and Documentation

3.3.1 Governance Requirements for Documentation

Documentation requirements across all activities (day to day programme delivery through to strategic monitoring, analysis, and reporting) and key quality assurance infrastructure (e.g. internal verification (second marking)) and processes (e.g. staff proposals for amendments to modules and programmes) are paramount. Management, staff and students must be informed about all QA policy reporting and documentation mechanisms and must follow documentation procedures to ensure the entire learning community contributes to high quality governance and high-quality documenting of all QA processes. A summary of annual reports produced internally is provided in section 3.3.2.

3.3.2 Annual Reports

Academic Council				
Receives annual reports from				
Examination Board	Programme Boards	Programme development subcommittee	Student representative committee	The college librarian
Reports to				
Governing Body		Annual report is made available to all staff		
Responds to				
Programme development subcommittee	Programme Boards	The college librarian	Student representative committee	

Table 3.3.2a: Academic Council Reporting

Governing Body		
Receives annual reports from		
Academic Council	College Management Team	Student representative committee
Reports to		
Annual report is made available to all staff	Board of Directors	
Responds to		
Academic Council	Student representative committee	

Table 3.3.2b: Governing Body Reporting

3.4 Academic Council

3.4.1 Overview

Effective September 1st, 2019, Academic Council will become one of ICD Business School's two main standing committees and its central academic deliberative and decision-making body. The council, composed of elected, appointed and *ex-officio* members, has delegated authority for the planning, co-ordination, development and oversight of all academic matters at the college. The council has overall responsibility for assuring the quality of academic programmes delivered by ICD Business School.

In keeping with Quality and Qualifications Ireland's (QQI) *Core Statutory Quality Assurance Guidelines* (April 2016/QG1-V2), Academic Council has been developed and implemented to protect the integrity of academic processes and standards, guarantee its independence from undue 'commercial considerations', and to ensure that 'overall corporate decision-makers (...) do not exercise exclusive authority or undue influence over academic decision-making'. The council is responsible for academic quality assurance, for the purpose both of enhancement and accountability and is the key apparatus by which the college considers and determines 'appropriate responses' to 'the findings of internal and external evaluation and self-monitoring processes', where they pertain to the college's educational provision and related services. The constitution, functions, and composition of Academic Council at ICD Business School are partly informed by the Universities Act, 1997 (Part V).

3.4.2 Relationship with Governing Body and College Management Team

Academic Council and its subcommittees function independently of the college's Governing Body and college Management Team, having delegated authority for the governance of all academic matters. To further preserve its autonomy, the council also has as an external council member who – as part of their responsibilities – must safeguard the authority and independence of Academic Council *Vis a Vis* the college's college Management Team and Governing Body.

The council is responsible for reporting and making recommendations, as appropriate, to Governing Body. Its work is reported to Governing Body principally via its minutes and an annual report prepared after its last (third) annual meeting. Though it is the responsibility of Academic Council to review proposals for the establishment of new programme and related services, all matters relating to resource allocation, the authorisation of expenditure, procurement, and human resources are subject to the approval of Governing Body and will entail consultations with the college Management Team. Academic Council may also seek approval from Governing Body for the formation of new sub-committees as it thinks proper to assist it in the performance of its functions.

3.4.3 Functions

Academic Council shall control the academic affairs and governance of ICD Business School. Its functions include:

1. The planning, co-ordination, development and overseeing of the college's educational work
2. The protection, maintenance, and enhancement of the academic standards of the programmes and activities of the college
3. Assuring the quality of awards for which the college has been granted validation and maintaining standards in accordance with core QQI policies and the National Framework of Qualifications (NFQ)
4. Actively engage learner voice by providing a forum where student representatives (the ICD graduate who is a member of Academic Council and the current learner representative) can

express their views on academic matters and provide feedback on matters relating to the teaching, learning, and assessment environment and strategies at ICD

5. To propose, approve, and develop programmes of study and make recommendations to Governing Body for their effective implementation.
6. Evaluating and approving any substantive changes to existing modules (i.e. weighting, assessment strategy) and the creation of new modules
7. To delegate responsibility for new and existing programme review and development work to the programme development subcommittee
8. Appoint external examiners, subject to the approval of Governing Body
9. The periodic monitoring and evaluation of the college's educational programmes and their effectiveness, including the analysis of learner enrolment data, attrition, progression and completion rates, internal and external stakeholder feedback, and overall learner achievement.
10. To propose meaningful interventions and plans of action to drive improvement in the college's academic provision and in any other areas that fall under its remit (subject to the authorisation of Governing Body where such actions would incur additional resource use for the college)
11. Identify risks pertaining to academic affairs including learner achievement, retention, support, and welfare and communicate these to Governing Body, making recommendations for their management and mitigation where appropriate using the ICD risk register template (see Policy on Risk)
12. To coordinate and monitor the effectiveness of learner supports, including English-language supports, pastoral care, and library and LMS resources.
13. To evaluate and approve - where appropriate – amendments to modules and programmes of learning proposed by academic staff
14. Overseeing the cyclical review of the college's academic programmes and recommending appropriate modifications and improvements to their structure and content
15. To make recommendations regarding the selection, admission, retention and exclusion of learners generally
16. To monitor, evaluate, and propose changes to the college's academic regulations including the conduct of examinations and assessment, academic integrity and procedures for appeal, and the moderation and verification of results
17. To receive and endorse the reports of its subcommittees- including programme boards – and, where necessary, to guide and direct their work, and seek clarification on their decisions

18. To evaluate and propose enhancements to the college's teaching, learning and assessment strategies and to identify, define, and promote pedagogical best practice.
19. *To evaluate and support the college's use of educational technologies for the enhancement, support, assessment, and delivery of learning.*
20. To assess the adequacy of, and make recommendations to Governing Body regarding, the college's resources (including analysis of staffing, technological, and physical resources) for educational provision
21. To assess the adequacy of, and make recommendations to Governing Body regarding, the college's resources for academic staff performance management and development
22. To make recommendations to the Governing Body on the financial and non-financial supports and programmes available for staff research and staff development
23. *To facilitate the meaningful engagement of learner voice on Academic Council and to evaluate and respond to learner feedback questionnaires*
24. Subject to the approval of Governing Body, to establish such and so many sub-committees as it thinks proper to assist in the performance of its functions.
- 25.** The council shall undertake annual evaluation of its own performance and that of its constituent subcommittees. The council chair will be responsible for acting on the results of this performance evaluation and making relevant recommendations to Governing Body.
- 26.** Receiving, considering, and deciding upon all proposals 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
- 27.** Reporting to 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

3.4.4 Composition & Membership

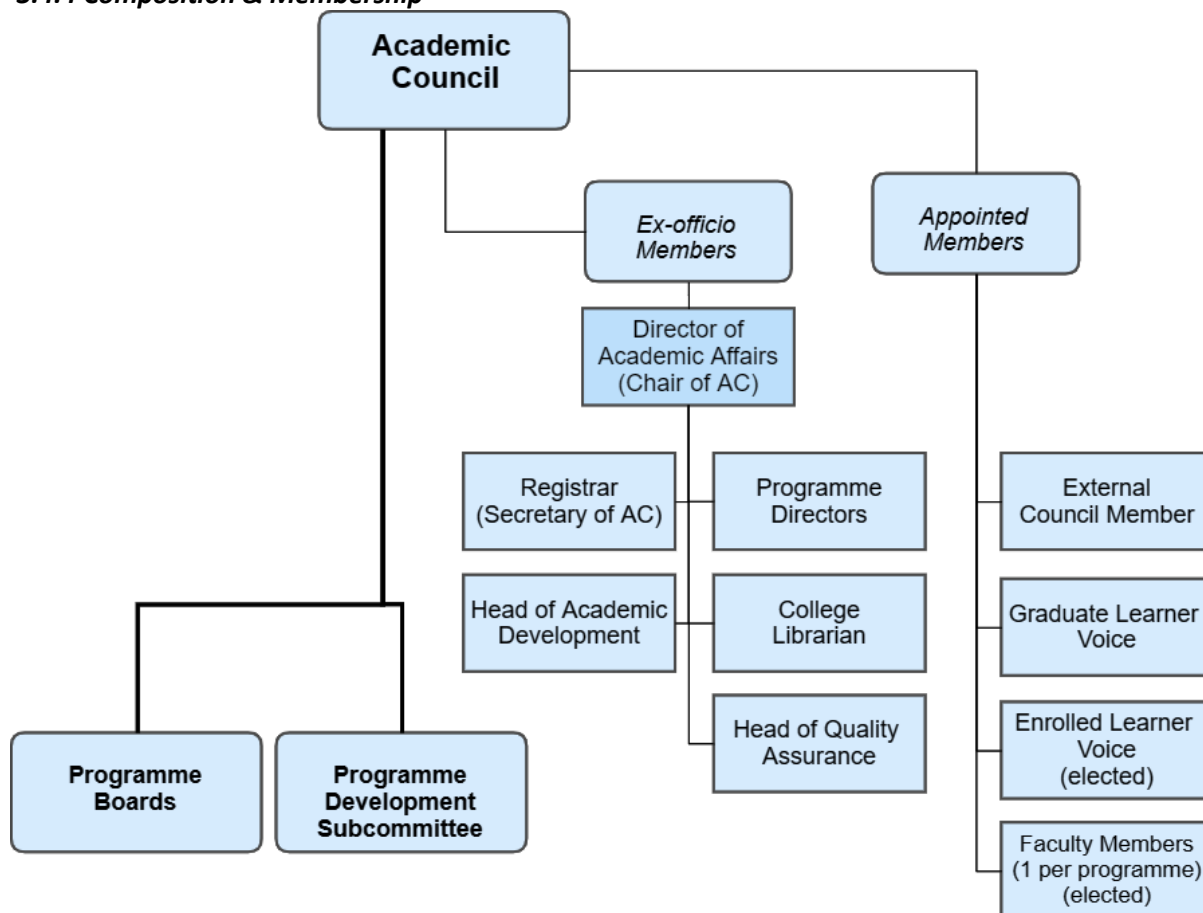


Figure 3.4.4: Academic Council composition: membership & subcommittees

Ex Officio Membership

Academic Council is constituted by *ex officio* members who sit on council by nature of their function within the college. Specifically, this includes:

1. The Council Chair (Director of Academic Affairs)
2. The Council Secretary (The Registrar)
3. The Head of Academic Development
4. The Head of Quality Assurance
5. Programme Director, BA (Hons) In Business Studies
6. Programme Director, BA (Hons) In Accounting & Finance
7. Programme Director, MA in Accounting & Finance
8. The College Librarian

Elected Membership of Academic Council

The council also has the following *elected* members:

1. Lecturer Representative for BA Hons in Business Studies Programme
2. Lecturer Representative for BA Hons in Accounting & Finance Programme
3. Lecturer Representative for MA in Accounting & Finance Programme

4. One Enrolled Learner Voice (current learner representative)

All new future programmes will also require the addition of a lecturer representative for that programme to Academic Council.

The election of lecturer representatives occurs as follows:

- i. Lecturers on a programme (the Programme Board) are requested (e.g. via email) to nominate themselves to be considered for membership of Academic Council as a lecturer representative for a specific programme
- ii. When all nominees are specified, all lecturer members of the Programme Board have an opportunity to vote on their lecturer representative at a Programme Board meeting via private ballot
- iii. Votes are taken and counted by the Programme Director and one lecturer on the programme, who is not a candidate for election
- iv. If only one lecturer on a programme nominates themselves, then that individual is automatically elected

Elected lecturer representatives hold office for a period of three years and shall be eligible for reappointment, depending on nomination and voting.

The Enrolled Learner Voice (current learner representative) member of the Academic Council is elected by the Student Representative Committee (SRC):

- i. The SRC will elect one current SRC member to the Academic Council
- ii. The SRC member of Academic Council will hold a term of office of one year and is available for re-election
- iii. The SRC member of Academic Council must be a currently enrolled learner
- iv. The SRC member of Academic Council will represent the views of currently enrolled learners at Academic Council
- v. The SRC member of Academic Council will be a full member and will be invited to attend all meetings
- vi. The SRC member of Academic Council will act as a key communication messenger between the current student body and the most senior academic decision-making committee at the college assisting in closing the communications loop

Appointed Membership

1. The External Council Member (who is also a member of Governing Body)
2. The Graduate Learner Voice (ICD Graduate) on Academic Council

The External Member of Academic Council shall be chosen based on the suitability of the

candidate according to the match between their skillset and the terms of reference specified in section 3.4.13. The External Member of Academic Council will be invited to all meetings of Academic Council.

One Graduate Learner Voice: There will be one Graduate Learner Voice, an ICD graduate (who graduated within the two years previous to the date of appointment), who will represent a learner perspective in all deliberations and decision making at the highest level of governance. The ICD graduate will sit on Governing Body and Academic Council for a maximum term of one year. The learner voice member of Governing Body and Academic Council will be the same person to ensure a consistent communication channel between these two committees, providing a learner perspective in all decision making. The learner voice member of Academic Council will be invited to all meetings of Academic Council and Governing Body.

3.4.5 Meetings & Agenda

Schedule

A schedule of meetings shall be agreed before the commencement of each academic year. This schedule is the responsibility of the council chair and secretary and will be circulated to members both via email, and via the college's online staff 'document store' (on the Moodle learning management system).

Frequency

Not less than three ordinary meetings shall be held in each academic year:

1. Prior to the commencement of the 'Autumn/Winter' semester
2. At the beginning of new calendar year, prior to the commencement of the 'Spring/Summer' semester
3. After the conclusion of the college's end-of-year exam board (during the summer)

Agenda & council proceedings

The agenda shall be circulated a minimum of five working days prior to each respective meeting. All supplemental documentation relevant to the meeting will be available a minimum of three working days prior. Matters tabled under AOB shall be for discussion and noting only. The first *agendum* for each meeting shall always be 'approval of the agenda'.

1. The council chair and council secretary will be responsible for the preparation and circulation of its agenda.
2. Minutes will be taken by the secretary, who is also responsible for their storage and dissemination to all members and staff.
3. The chair shall be responsible for managing the council's business and acting as its facilitator and guide.
4. Any staff member may propose an item or motion for inclusion in the agenda using the 'agenda item submission form', subject to the approval of the chair (see below).

5. A document may be tabled at a meeting of council provided it relates to one of the approved agenda items and provided that a majority (more than half) of members agree to it being tabled
6. Speakers will always address the chair and all members will remain silent when another member is speaking

3.4.6 Reporting

Academic Council shall prepare an annual report containing a summary of all its activities and meetings, to be noted by Governing Body. This shall be made available to all staff via the college document store (Moodle). A record of all minutes will also be kept on the college's document store for all staff to access.

Academic Council's annual report will document the following:

1. Membership of council, including any changes
2. A record of ordinary and extraordinary meetings both for council and for its subcommittees
3. A summary of business transacted by council and its subcommittees
4. Reports on programme validations or reviews, if applicable
5. A record of any evaluations/approvals of new modules or changes to existing modules (undertaken by the programme development subcommittee)
6. Noting of the annual reports of all subcommittees (Programme Development Subcommittee; Programme Boards), and the college librarian, Registrar, and external examiner(s), and a summary of any significant issues identified by subcommittees, subsequent discussions at council, and any motions or action plans initiated as a result
7. Any other significant proposals, motions, or resolutions arising from the meetings of council and its subcommittees
8. A record of newly appointed academic staff or external examiners, if applicable
9. An analysis of all resources required and used in the delivery of education at ICD (to include analysis of staffing, physical, and technological resources)

The council will also receive and note annual reports from each of its subcommittees, the college examination board, programmes boards, college librarian, and Student Representative Committee. An official response to each report will be conveyed via the respective committees' secretary.

3.4.7 Quoracy

A quorum of the Academic Council shall comprise a minimum of 40% of the members, including the chair and secretary. Where the council chair is unable to attend, meetings shall be chaired by the Head of Academic Development. In their absence, responsibility will fall to the Head of Quality Assurance.

3.4.8 The Council Chair

The chair shall be responsible for:

1. Establishing meeting agendas in collaboration with the council secretary
2. Providing leadership and setting the tone and standard for council conduct
3. Managing the council's business and acting as its facilitator and guide

4. Ensuring that the council's business is undertaken in accordance with the council's terms of reference and the college's governing principles
5. Making sure that each meeting is planned effectively and that its agenda is dealt with fully and in an orderly, efficient manner
6. Encouraging a culture of openness, engaging all council members', and ensuring that their views are heard and discussed
7. Ensuring that the Learner Voice Members are meaningfully included in the work and decision-making of Academic Council
8. Making sure that all voting follows procedure and that clear decisions are taken and documented
9. Delegating work that may be more effectively undertaken by the council's subcommittees
10. Ensuring that agreed actions are communicated to relevant stakeholders and effectively followed up in line with council decisions
11. Using their casting vote, where appropriate, to break deadlocks
12. Inducting new council members and succession planning
13. Overseeing periodic self-evaluation and performance appraisal of Academic Council
14. Alongside the secretary, preparing the council's annual report and conveying important matters/emerging issues to the college Management Team and Governing Body
15. Working with the external council member to preserve the independence of Academic Council

3.4.9 The Council Secretary

The secretary is responsible for:

1. taking, storing and disseminating accurate minutes for each council meeting
2. assisting the chair in developing the agenda for each meeting
3. ensuring that the notice of meeting is given, and that copies of the agenda be prepared
4. recording the names of those present, and conveying and recording apologies from absent members
5. circulating all relevant information/documentation to council members (including agendas and meeting schedules) in a timely manner
6. processing agenda item submission forms from staff members
7. making sure that any documentation or information requested at the last meeting is available or explaining why it is not
8. obtaining the chairperson's signature for approved minutes
9. reporting on action or matters arising out of the previous meeting and reading any important correspondence that has been received
10. reminding the chair if an agenda item has been overlooked

11. sending a reminder notice of each decision requiring action to the relevant person

3.4.10 Special meetings

The chair may call special meetings of Academic Council and its subcommittees as are deemed necessary to execute its business. These are subject to the normal rules of quorum.

3.4.11 Procedures for Motions, Amendments and Voting

1. A 'motion' is a proposal which is put forward and a 'resolution' is the acceptance of a motion by members. A motion requires a proposer and a seconder, except when it is initiated by the chair.
2. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment will be put to a vote before the original motion.
3. If an amendment is not carried, the Chair will put the motion in its original form to a vote. If an amendment is carried, the Chair will put the amended motion to the meeting. Before a motion or an amendment is put to a vote, the Secretary will read out the text to be voted on.
4. Where a motion has been put to the meeting, the Chair will ask the Council if it assents, and the decision will normally be by acclamation. Where there appears to be a division, the Chair will call for a vote; such a vote may also be requested by any member. The results of voting will be counted and recorded by the Secretary.
5. All members in attendance at the meeting are entitled to vote on matters coming before the Council. At all meetings, the chair shall also have a casting vote (where it is necessary to break a deadlock).
6. The number of votes for and against a motion, and the number of abstentions, will be recorded in the minutes.
7. A member may raise a 'point of order' if they wish to interrupt the proceedings of a meeting (e.g. to raise concerns about procedure or seek clarification on any matter). The chair will determine whether the point of order is admissible.
8. A member may also propose a closure motion, if seconded.
9. Members may request for an emergency item to be inscribed on the agenda, but only if they receive the assenting votes of at least two thirds of council members.
10. The final agenda in any council meeting – 'any other business' – will allow members to flag up items for discussion at subsequently scheduled meetings, or elsewhere.

3.4.12 Sub-committees of the council

Taking into account the principles of context and proportionality ICD – as a small, independent

provider – will convene its Academic Council subcommittees on an *ad hoc* basis, as needs arise. Each of these sub-committees must report their activities to Academic Council via the minutes of their meetings. Sub-committees will also prepare an annual report to be discussed at Academic Council. The Academic Council secretary shall be responsible for convening subcommittee meetings, collating their minutes, and facilitating the effective flow of information and business between respective committees and Academic Council. Academic Council's subcommittees comprise:

1. Programme Boards (one per programme)
2. Programme Development Subcommittee

Programme Boards

Programme boards are subcommittees of – and report annually to – Academic Council. Annual reports shall be submitted in the Autumn/Winter of each year (prior to Academic Council's second meeting at that beginning of each calendar year). See section 3.9 of the ICD QA Policy for more information.

Programme Development Subcommittee

The programme development committee shares responsibility with Academic Council for existing curriculum development *and* the development of new academic programmes and modules. It oversees the process of periodic programme review, the preparation of programmes for validation and revalidation, and the approval of proposed major and minor changes to existing course offerings. It is constituted as an *ad-hoc* committee, convening for a specified period at the direction of Academic Council in order to undertake a defined activity or task. Its membership shall vary but will typically comprise the Head of Academic Development, a programme director, and at least two members of a relevant programme board. The Head of Academic Development shall fulfil the functions of chair and secretary and is responsible for reporting to Academic Council on the work of the subcommittee. See section 3.8 of the ICD QA Policy for more information.

3.4.13 The External Academic Council & Governing Body Member

The role of the external council member has been created to ensure that Academic Council has sufficient independence to discharge its obligations and responsibilities effectively. The External Academic Council Member will also be a member of Governing Body to ensure academic considerations are at the forefront of deliberations and strategy within ICD's overall governance system. In keeping with the term of office of External Governing Body members, the External member of Academic Council and Governing Body will hold a term of office not exceeding five years. This five-year term of office is to maintain consistency with the standard term of office for (non-learner) external members of Governing Body. The five-year term of office for Governing Body members is based on the specification provided in the Regional Technical Colleges Act 1992, Revised 2018 (Law Reform Commission, 2018). The External member of Academic Council and Governing Body must have experience in a teaching/lecturing role.

The External Academic Council and Governing Body member has the following duties and responsibilities:

1. To attend Academic Council meetings and be apprised of all relevant minutes, agendas, and other circulated documents.
2. To attend Governing Body meetings and be apprised of all relevant minutes, agendas, and other circulated documents.
3. To provide independent oversight and monitoring of the activities of Academic Council.
4. To provide independent oversight and monitoring of the activities of Governing Body.
5. To work with the chair of Academic Council to facilitate open discussion and debate at council and promote a culture of probity, integrity, and quality-assured education at ICD Business School.
6. To work with the chair of Governing Body to facilitate open discussion and debate at Governing Body and promote a culture of probity, integrity, and quality-assured education at ICD Business School.
7. To act as an independent voice on Academic Council, offer critique, and provide strategic guidance on all academic matters including:
 - teaching, learning, and assessment
 - programme development
 - quality enhancement
 - academic standards
 - academic integrity
 - learner and programme performance
 - pedagogy, scholarship and staff development
 - learner admission and retention
 - any other academic matters impacting the learner experience

8. To act as an independent voice on Governing Body ensuring a reliable and consistent reporting mechanism from Academic Council, offering critique to Governing Body, and providing strategic guidance on all matters
9. To ensure ICD Business School's compliance with all legal and regulatory requirements that pertain to the remit of Academic Council and Governing Body.
10. To safeguard the authority and independence of Academic Council *vis a vis* the college Management Team and Governing Body.
11. To promote a system of rigorous self-monitoring at ICD, to ensure continuous improvement of the college's educational provision and related services

Person Specification for Selection of External Member of Academic Council and Governing Body (shared role):

- i. Must have academic qualifications and experience in a business and/or accounting discipline
- ii. Must have extensive senior experience in a business and/or accounting academic role
- iii. Must have extensive lecturing experience in a business and/or accounting role
- iv. Must have experience in the design and delivery of programmes
- v. Must have experience in a role related to academic quality assurance

3.4.14 Self-evaluation and review

In keeping with the college's commitment to promoting a culture of continuous and rigorous self-monitoring and evaluation, Academic Council shall conduct an internal annual self-evaluation out of which will be developed an action plan for improvement. This process shall be overseen by the council chair and external council member, who will make relevant recommendations for the revision of relevant processes and procedures, subject to approval by Governing Body.

3.4.15 Key forms and procedures

College staff can propose an item for inclusion on the Academic Council's agenda. The author of a submission must complete the 'agenda item submission form' and submit it for consideration by the secretary at least two weeks prior to a regularly scheduled council meeting. Staff who are not members of Academic Council may have an agenda item forwarded to Academic Council with the approval of their programme director, or another 'sponsor' who sits on Academic Council. Submissions will be reviewed by the secretary and by the council chair, who will rule on the appropriateness of items for inclusion in the agenda.



3.4.16 Academic Council Agenda Item Submission Form

(please submit to the council secretary, for approval by the chair)

Meeting date	<i>The scheduled meeting at which you would like the item discussed/decided on. Remember to submit your request in a timely manner so that the appropriate level of review may be undertaken (it is recommended that submissions are made no later than two weeks before a regularly scheduled council meeting).</i>	
Author	<i>Name of person or group submitting agenda item</i>	
Title/Short description of agenda item	<i>Concise, one-line description for inclusion on agenda</i>	
Motion	<i>Wording of motion, if applicable</i>	
Designated Sponsor/motion seconder	<i>Member/other member of Academic Council who will speak to item, if applicable</i>	
Date submitted	<i>Date of proposal submission</i>	
Description/Explanation	<ol style="list-style-type: none"> 1. <i>A full description and explanation of the proposed agenda item</i> 2. <i>please provide a clear and concise explanation of that item the council is being asked to consider</i> 3. <i>please detail all relevant facts, explain the need for action, and furnish sufficient background information and context</i> 4. <i>Your proposal must be sufficiently clear to be easily understood by all council members</i> 5. <i>Outline what you consider to be the expected results of implementation, if the item is adopted and approved by council</i> 6. <i>Agenda items for specially called meetings must include an explanation of the urgency for the council's consideration of and action on the matter</i> 	
Purpose/council action being sought.	<i>For communication/noting/information - no decision is required</i>	
	<i>For decision en bloc – decision required, but no discussion</i>	
	<i>For discussion and decision – item to be discussed and decision made</i>	
Supporting documentation	<i>List and summarise any supporting documentation attached to this application. All documents must be numbered (i.e. '1', '2', or 'i', 'ii'). All documents must be numbered and circulated at least one week before each Academic Council. To allow time to facilitate this, please send all documentation to the council secretary as early as possible.</i>	

3.5 Governing Body**3.5.1 Overview**

Effective September 1st, 2019, Governing Body, with delegated authority from the Board of Directors, will become one of ICD Business School's two main standing committees and its principal collective decision-making body. Its main functions will be to monitor and evaluate the operations and governance of the college, ensure compliance with all of the college's legal and regulatory obligations, manage and mitigate risk, endorse key appointments and promote staff development, approve new academic programmes, oversee and preserve the independence of Academic Council and its subcommittees, and advise the college Management Team on the strategic development of ICD Business School. Governing Body will also have responsibility for working with the college

Management Team, and Academic Council, to support and enhance the student experience at ICD Business School. Though Governing Body delegates responsibility for academic governance to Academic Council, it retains a duty to monitor and supervise its activities.

Governing Body at ICD will not have full responsibility for strategic financial management and budgeting (with final decision making in that regard falling to the Board of Directors), owing to the college's size and its incorporation as a private limited company. However, it will advise the college on the resourcing of its governance system and educational provision and will evaluate the business case for new academic programmes and related services. As Governing Body will need to have a true and fair view of the company's financial affairs in order to undertake this work, the college's Management Team will be required to disclose to Governing Body any financial issue that would result in the college's capacity being in any way reduced (for example reductions in staff or resources), undermine in any way the sustainability of its programmes, or impact on the college's provisions for the protection of enrolled learners. Governing Body will also maintain the college's risk register and make recommendations to the Management Team and Academic Council for the management of- and for actions required to respond to – identified risks. The ICD Policy on Risk is contained in the QA Policy section 3.13.

3.5.2 Functions

Governing Body shall be responsible for the effective management and administration of ICD Business School, shaping its strategic focus and planning for its future development, and ensuring that the college adheres to the highest standards of corporate and academic governance. Its functions include:

1. Ensuring that through its own conduct, and that of Academic Council and the Management Team, academic and corporate decision-making at ICD Business School upholds the highest ethical standards and embodies the college's principles of governance
2. Promoting strong institutional governance to protect the good name of ICD Business School, the integrity of the National Framework of Qualifications, and reputation of higher education and training in Ireland
3. Promoting a culture of continuous improvement through rigorous self-monitoring and evaluation oriented towards the enhancement of its own policies and processes, and those of the college's governance system more generally
4. Directing the business of the college, setting its strategic direction and performance objectives, and planning for its future development
5. Developing a strategic plan for ICD Business School and monitoring its implementation
6. Holding the college Management Team to account for the effective performance of their duties
7. Ensuring that the college's governance structures, processes, and procedures are fit-for-purpose, adequately resourced, and benchmarked against recognised standards of good practice
8. Overseeing the work of Academic Council and its subcommittees and making certain that there are appropriate arrangements in place for the management of the college and its programmes
9. Ensuring the college's compliance with all legal and regulatory obligations, including those established under the Qualifications and Quality Assurance (Education and Training) Act 2012.
10. Directing and overseeing all forms of external quality assessment, audit and review that arise out of the college's legal and regulatory obligations
11. Ensuring that the college has in place appropriate controls and accountability mechanisms, including financial and operational controls
12. Identifying, evaluating, and managing risk, and monitoring and maintaining the college's risk register.
13. Evaluating the business case (including cost/benefit analysis) for new programmes and related services and receiving and endorsing (as appropriate) proposals from Academic Council
14. Monitoring and evaluating the performance of existing programmes and ensuring that the college has a reasonable business case for sustainable provision (including cost/benefit analysis)

- 15.** Recognising and safeguarding the authority and independence of Academic Council, and ensuring that council and its subcommittees are adequately resourced and unobstructed in discharging their responsibilities
- 16.** Advising the college's Management Team on capital investment as it pertains to programmes of learning and their resourcing
- 17.** Periodically approving the reports of Academic Council and its subcommittees, and approving/proposing plans of action for addressing needs and issues that have been identified at these fora (particularly where these require additional resources)
- 18.** Reviewing and shaping the college's recruitment, human resources, and staff development activities, ensuring that there are clear procedures in place for the selection and recruitment of staff *and* the handling of internal grievances.
- 19.** Approving appointments and anticipating and planning for the college's future staffing requirements
- 20.** Working with the college Management Team, and Academic Council, to support and enhance the student experience at ICD Business School, including pastoral care and learner supports.
- 21.** Reviewing and ensuring action on Academic Council reports and 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
- 22.** Reporting to the Board of Directors 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
- 23.** Directing the Management Team on all required actions resulting from 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
- 24.** Reporting its work annually to the Board of Directors

3.5.3 Composition and Membership

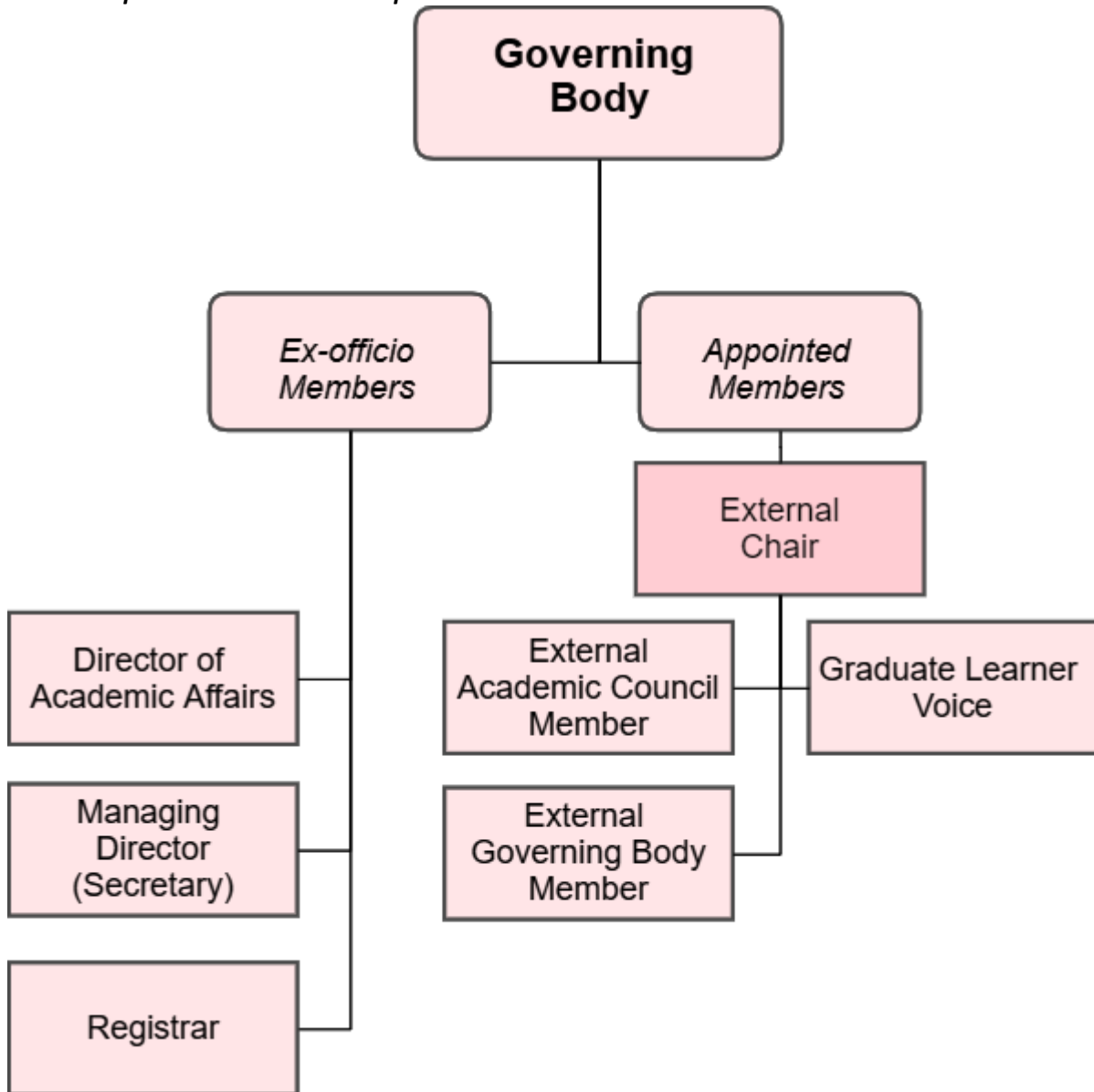


Figure 3.5.3: Governing Body Membership

Ex Officio Membership:

Governing Body is constituted by *ex officio* members who sit on the body by nature of their function within the college. Specifically, this includes:

1. The college Managing Director (Secretary of Governing Body)
2. The college Registrar
3. The Director of Academic Affairs

Appointed membership

Appointed members of Governing Body are appointed by the ICD Board of Directors.

One Graduate Learner Voice: There will be one Graduate Learner Voice, an ICD graduate, who will represent a learner perspective in all deliberations and decision making at the highest level of governance. The ICD graduate will sit on Governing Body for a maximum

term of one year. The graduate learner voice member of Governing Body will also sit on Academic Council to ensure a consistent communication channel between these two committees, providing a learner perspective in all decision making. The graduate learner voice will be a full member of Governing Body and will be invited to attend and contribute to all meetings.

There will be three appointed external members of Governing Body:

1. An external member of Governing Body who will occupy the role of Chair (for greater detail on this role, see section 3.5.7 of the ICD QA Policy)
2. The external Academic Council Member will also sit on Governing Body (for greater detail on this role, see section 3.4.13 of the ICD QA Policy)
3. A third external member of Governing Body (different from the two external members noted above)

External members and learner voice on Governing Body will achieve the objective of providing a diversity of opinions at the highest level of governance at ICD. They are required to be invited to, and to attend, all Governing Body meetings.

External Governing Body Member Requirements:

Governing Body members are appointed by the Board of Directors.

For the person specification for the External Chair of Governing Body, please see section 3.5.7 of the ICD QA Policy. For the person specification for the role of shared External Member of Academic Council and Governing Body, please see section 3.4.13 of the ICD QA Policy.

All appointed external members of Governing Body (who are not the External Chair of Governing Body and are not also an external member of Academic Council) will be required to possess the skills and experience to enable them to:

- i. Bring independent judgement to bear on the strategic direction of ICD, contributing to strategic decision making
- ii. Assess ICD's performance as a provider of high-quality education and make recommendations for improvement
- iii. Assess the performance of ICD's governance system and make recommendations for improvement
- iv. Deliberate on and make decisions on ICD's resource allocation and key appointments
- v. Assess ICD's compliance with legal obligations and make recommendations for improvement
- vi. Assess ICD's financial management and budgeting and make recommendations for improvement
- vii. Carry out their role as members of Governing Body with specific reference to the functions of Governing Body and the principles of governance at ICD
- viii. Promote continuous improvement at ICD with regard to education provision, governance and quality assurance in education

The term of appointment for the External Members of Governing Body will be for five years, with the possibility of serving a second term not exceeding five years. The five year term of office for Governing Body members is based on the specification provided in the Regional Technical Colleges Act 1992, Revised 2018 (Law Reform Commission, 2018).

3.5.4 Meetings

Schedule

A schedule of meetings shall be agreed before the commencement of each academic year. This schedule is the responsibility of the Governing Body Secretary and will be circulated to members both via email (for internal and external members), and via the college's online 'document store' (on the Moodle learning management system) (for internal members).

Frequency

Not less than two ordinary meetings shall be held by Governing Body in each academic year. Governing Body may also periodically call extraordinary meetings in order to deal with urgent matters that arise between ordinary meetings and which fall under its remit.

Quoracy

A quorum of Governing Body shall comprise a minimum of 70% of its members. Where the External Chair is unable to attend, meetings shall be chaired by one of the other external members of Governing Body, as nominated by the Chair.

3.5.5 Agenda and Governing Body Meeting proceedings

The agenda shall be circulated a minimum of five working days prior to each respective meeting. All supplemental documentation relevant to the meeting will be available a minimum of three working days prior. Matters tabled under AOB shall be for discussion and noting only. The first *agendum* for each meeting shall always be 'approval of the agenda'.

1. The Governing Body chair & secretary will be responsible for the preparation and circulation of its agenda
2. Minutes will be taken by the body secretary, who is responsible for their storage and dissemination to all members of staff
3. The body chair shall be responsible for managing the Governing Body's business and acting as its facilitator and guide
4. Any staff member may propose an item or motion for inclusion in the Governing Body's agenda using the 'agenda item submission form', subject to endorsement by a Governing Body member and the approval of the Governing Body chair (see below)
5. A document may be tabled at a meeting of the Governing Body provided it relates to one of the approved agenda items and that two-thirds of members agree to it being tabled
6. Speakers will always address the chair and all members will remain silent when another member is speaking

Procedures for motions, amendments and voting

1. A 'motion' is a proposal which is put forward and a 'resolution' is the acceptance of a motion by members. A motion requires a proposer and a seconder, except when it is initiated by the chair.
2. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment will be put to a vote before the original motion.
3. If an amendment is not carried, the Chair will put the motion in its original form to a vote. If an amendment is carried, the Chair will put the amended motion to the meeting. Before a motion or an amendment are put to a vote, the Secretary will read out the text to be voted on.
4. Where a motion has been put to the meeting, the Chair will ask the Governing Body if it assents, and the decision will normally be by acclamation. Where there appears to be a division, the Chair will call for a vote; such a vote may also be requested by any member. The results of voting will be counted and recorded by the Secretary.
5. All members in attendance are entitled to vote on matters coming before the Governing Body. At all meetings, the chair shall also have a casting vote (where it is necessary to break a deadlock).

6. The number of votes for and against a motion, and the number of abstentions, will be recorded in the minutes.
7. A member may raise a 'point of order' if they wish to interrupt the proceedings of a meeting (e.g. to raise concerns about procedure or seek clarification on any matter). The chair will determine whether the point of order is admissible.
8. A member may also propose a closure motion, if seconded.
9. Members may request for an emergency item to be inscribed on the agenda, but only if they receive the assenting votes of at least two thirds of Governing Body members. Non-members may request that an agenda item be included using the 'agenda item submission form', subject to the endorsement of a Governing Body member and the approval of the chair
10. The final agenda in any Governing Body meeting – 'any other business' – will allow members to flag up items for discussion at subsequently scheduled meetings, or elsewhere.

3.5.6 Reporting

Governing Body shall prepare an annual report, for the attention of the ICD Board of Directors, containing a summary of all its activities and meetings. This shall be made available to all staff via the college document store, by the Governing Body Secretary. It must also convey responses to Academic Council reports directly to council secretary. Lastly, it will respond through the secretary to the reports of the Student Representative Committee. A record of all minutes will be kept on the college's document store for all staff to access.

Its annual report shall document the following:

1. Membership of the Governing Body, including any changes
2. A record of ordinary and extraordinary meetings held
3. A summary of business transacted by the Governing Body
4. A record of all significant governance actions arising out of the work of the Governing Body
5. A reflection on the college's progress in meeting its strategic objectives and any related developments
6. Notes on the performance of the college's quality assurance processes and governance structure that might contribute to their periodic evaluation and review
7. A record of any external quality assessment engaged in by the college, a reflection on their results, and a note of any developments in the regulatory context/environment in which the college operates (and the college's response)
8. Any updates to the college's risk register and its management
9. A record of any present or future resource needs and the college's plans for meeting them
10. A summary of any new appointments, human resource issues, or staff development needs/initiatives
11. A record of any identified areas for improvement pertaining to the student experience or learning environment and the college's plans to address these
12. A statement on the financial position of the college and the performance of its programmes
13. A record of the reports conveyed to the Governing Body annually by Academic Council and the Student Representative Committee
14. A summary of the responses prepared by the Governing Body to the reports of Academic Council and the Student Representative Committee
15. A summary of any agenda items requested by non-Governing Body members and any related decision-making
16. The results of an annual review of the Governing Body's constitution and performance identifying strategic areas for improvement in its corporate *and* academic governance.

3.5.7 The Role of External Chair of Governing Body

The Chair of Governing Body shall be an external person, who shall be responsible for:

1. Ensuring high standards of governance at ICD
2. Establishing meeting agendas in collaboration with the Governing Body Secretary
3. Providing leadership and setting the tone and standard for Governing Body conduct
4. Managing the Governing Body's business and acting as its facilitator and guide.
5. Ensuring the Governing Body's business is undertaken in accordance with the Governing Body's terms of reference and the college's governing principles
6. Making sure that each meeting is planned effectively, in conjunction with the Governing Body Secretary, and that its agenda is dealt with fully and in an orderly, efficient manner
7. Ensuring a culture of openness, engaging all Governing Body members, and ensuring their views are heard and discussed
8. Ensuring that the Learner Voice (e.g. ICD graduate [member of Governing Body]) is meaningfully included in the work and decision-making of Governing Body
9. Making sure that all voting follows procedure and that clear decisions are taken and documented
10. Using their casting vote, where appropriate, to break deadlocks
11. Overseeing annual self-evaluation and performance appraisal of Governing Body
12. Alongside the secretary, preparing the Governing Body annual report, for the attention of the Board of Directors and to be circulated to all staff, and conveying important matters/emerging issues to the college Management Team and Academic Council
13. Ensuring that Governing Body receives accurate, timely and clear information
14. Ensuring that academic decision making at ICD is not unduly influenced by commercial considerations
15. Signing the approved minutes

3.5.8 The Role of the Governing Body Secretary

The Governing Body Secretary shall be responsible for:

1. Establishing meeting agendas in collaboration with the Governing Body Chair
2. Taking, storing and disseminating accurate minutes for each Governing Body meeting
3. Ensuring that the notice of meeting is given, and that copies of the agenda be prepared
4. Recording the names of those present, and conveying and recording apologies from absent members
5. Circulating all relevant information/documentation to Governing Body members (including agendas and meeting schedules) in a timely manner
6. Processing agenda item submission forms from staff members

7. Making sure that any documentation or information requested at the last meeting is available or explaining why it is not
8. Obtaining the Chairperson's signature for approved minutes
9. Ensuring that agreed actions are communicated to relevant stakeholders and effectively followed up in line with Governing Body decisions
10. Reporting on action or matters arising out of the previous meeting and reading any important correspondence that has been received
11. Facilitating each meeting and ensuring that no agenda item is overlooked
12. Sending a reminder notice of each decision requiring action to the relevant person
13. Being accessible to all members of Governing Body to provide advice and services
14. Inducting all (new) members of Governing Body and providing mentoring where required



3.5.9 Governing Body Agenda Item Submission Form
(please submit to the Governing Body secretary)

Meeting date	<i>The scheduled meeting at which you would like the item discussed/decided on. Remember to submit your request in a timely manner so that the appropriate level of review may be undertaken (it is recommended that submissions are made between eight and four weeks before a regularly scheduled Governing Body meeting).</i>
Author	<i>Name of person or group submitting agenda item</i>
Title/Short description of agenda item	<i>Concise, one-line description for inclusion on agenda</i>
Motion	<i>Wording of motion, if applicable</i>
Designated Sponsor/motion seconder	<i>Member/other member of Governing Body who will speak to item, if applicable</i>
Date submitted	<i>Date of proposal submission</i>
Description/Explanation	<ol style="list-style-type: none"> 1. <i>A full description and explanation of the proposed agenda item</i> 2. <i>please provide a clear and concise explanation of that item the Governing Body is being asked to consider</i> 3. <i>please detail all relevant facts, explain the need for action, and furnish sufficient background information and context</i> 4. <i>Your proposal must be sufficiently clear to be easily understood by all Governing Body members</i> 5. <i>Outline what you consider to be the expected results of implementation, if the item is adopted and approved by Governing Body</i> 6. <i>Agenda items for specially called meetings must include an explanation of the urgency for the Governing Body's consideration of and action on the matter</i>

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:

1. The Company Managing Director
2. The Company Secretary (Registrar).
3. The Head of Quality Assurance
4. The Head of Academic Development
5. HR Consultant

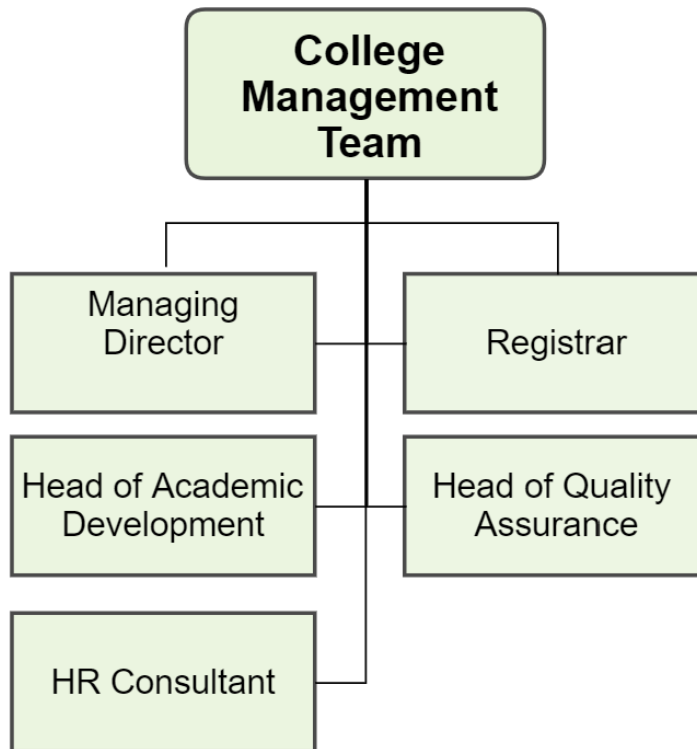


Figure 3.6: Management Team Membership

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. Recognising the college's overall academic governance is the responsibility of Academic Council, and guaranteeing the independence of Academic Council from undue commercial influence
3. Accounting to Governing Body for the annual performance of the college and recognising the authority of Governing Body regarding all areas ICD's governance
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, and assisting Academic Council and the Programme Development Subcommittee in the preparation of accurate business case analyses for existing and new programmes as requested
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 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

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
16. Ensuring systematic and ongoing teaching staff performance management and development
17. Ensuring the identification of, and mitigation of, any and all matters that pose risks to ICD as a business, an employer, and as a provider of a high-quality education. This requires the populating of the ICD risk register and reporting same to Governing Body

ICD Business School's Managing Director is ultimately responsible for taking managerial decisions and overseeing the business affairs of the college. The Managing 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 in staff development.

The Managing Director also has a responsibility for ensuring that the college is managed ethically and transparently, and that they undertake their work in a manner consistent with their fiduciary duties under Irish law. These include:

1. Acting in good faith and 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/her 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
10. Ensuring the identification of, and mitigation of, any and all matters that pose risks to ICD as a business, an employer, and as a provider of a high quality education

The Company Secretary's work entails:

1. ensuring that the college complies with the law,
2. managing the college's daily administration,
3. keeping the college's statutory registers up to date,
4. with support from the college's accountants, filing annual returns and accounts with the Companies Registration Office (CRO).
5. responsibility for convening the company's AGM
6. keeping minutes of directors' meetings.

The Role of HR Consultant is a vitally important role in the ICD Management Team, providing experienced oversight of all matters pertaining to staffing, recruitment, staff performance management, staff performance development, staff contracts, and staff pay/salaries. In coordination with other members of the Management Team, the HR Consultant:

- i. Participates in staff recruitment through the sourcing and selection of suitable candidates
- ii. Participates in the shortlisting of candidates suitable for vacancies
- iii. Participates in staff interviews
- iv. Participates in staff selection processes
- v. Organises training and staff development initiatives to ensure continuous staff development and performance management (for teaching and non-teaching staff)
- vi. Coordinates annual staff performance reviews
- vii. Continuous reviewing of staff contracts and pay/salary scales
- viii. Continuous reviewing and enhancement of staff supports

- ix. Participation in the identification of, and mitigation of, any and all risks pertaining to staffing and the human resources of ICD

3.7 Examination Board

Overview and Membership

The board of examiners, usually referred to as examination board at ICD, is the principal decision-making body for student progression, award and classification decisions. It considers and makes deliberative decisions regarding all results as recommended by assessors, ensures the internal and external oversight of all assessment procedures and learner achievement, and reports to the Academic Council via the Registrar. A key objective of the board of examiners is to ensure consistency in 'the use of assessment findings in decision-making (...) including decisions concerning awards, grades and (if applicable) entitlement to credit or access, transfer or progression' (QQI 2013b, section 2.2.3).

Its membership comprises:

1. The college Registrar - who also acts as the board's chair
2. A secretary – appointed from the college's administrative staff
3. The college's panel of external examiners*
4. The college's panel of assessors (internal examiners)
5. Programme directors

* ICD's policies pertaining to external examiners can be found in ICD QA Policy section 4.4 (and subsections).

3.7.1 Functions

The Examination Board responsibilities include:

1. Confirming learner achievement and progression, award and classification decisions
2. Making recommendations for the award of qualifications to QQI
3. Deciding on the eligibility of students to progress within programmes and on the conferment of awards
4. Monitoring and maintaining the academic standards of the college's programmes and modules
5. Facilitating the independent moderation of the college's marks and standards and their benchmarking against sectoral norms
6. Ensuring that all assessment, marking and moderation are carried out in a manner which is well-documented, consistent and fair
7. Inviting external examiners to scrutinise a sample of scripts and coursework in order to evaluate the standard of marking and quality of assessment instruments
8. Guaranteeing that all grade and award classification systems follow best practice guidelines as defined by QQI (2013b) Assessment and Standards Guidelines
9. Allowing external examiners to propose adjustments to grades for learners, as they see fit. These proposals are subject to Examination Board voting

10. Providing external examiners with opportunities to provide impartial, independent advice and informed comment on every aspect of the college's assessment practices, programme design, and academic standards.
11. Identifying any issues with module grading practices or programme assessment strategies and proposing actions to address these
12. Facilitating deliberation on any recommended changes between assessors, programme directors and external examiners and ensuring that clear, documented decisions are made
13. Making recommendations to Academic Council for the review of the college's assessment strategies and internal and external examination policies
14. Deliberating on cases where special consideration to the achievements of individual learners is due on the basis of extenuating circumstances
15. Safeguarding equity of treatment for all learners and protecting their confidentiality
16. Receiving and circulating reports from external examiners to all relevant internal stakeholders (including programme directors, assessors, and Academic Council)

3.7.2 Quoracy

For the board of examiners to be quorate, the college Registrar (as Chair) and all external examiners must be present, alongside 50% of assessors. Where assessors are absent, it is the responsibility of the Registrar to correspond with individuals about actions that require their attention, and to share relevant external examiners' reports with them. If the Registrar cannot be present, the Registrar will nominate a suitable examination board Chair.

3.7.3 Role of the Registrar with regard to Examination Boards

The Registrar shall be responsible for:

1. Convening and chairing exam board meetings, ensuring procedural compliance with all relevant QA policies
2. Ensuring that all marking and internal verification has been completed in advance of each exam board
3. Coordinating appointment of internal verifiers ('second markers') and overseeing their work, both in cooperation with respective Programme Directors
4. Keeping track of attendance and recording all absences (with the board secretary)
5. Liaising with all board members to notify them of scheduled meeting times, locations, and postponements
6. Preparing broadsheets and providing samples of assessments to external examiners
7. Ensuring that external examiners have access to all assessments and other relevant materials prior to and during the exam board

8. Facilitating discussion, deliberation and voting on proposed outcomes and adjustments to learner grades and handling all disagreements in an equitable manner
9. Ensuring that all assessors and external examiners sign respective broadsheets after all deliberations and decisions relating to said broadsheet are concluded
10. Overseeing the adjustment of grades as determined out of the deliberation of the examination board
11. Communicating the recommendations of external examiners to all staff and to Academic Council
12. Ensuring the confidentiality of all matters that come before the exam board and related materials
13. Ensuring that the secretary keeps an accurate record of each meeting of the board of examiners at which the results of examinations and assessments are determined
14. Inducting new members of staff and ensuring that they are fully aware of the purpose and nature of the external examination process
15. Preparing an annual written report to be submitted to Academic Council

3.7.4 Schedule of meetings

ICD business school's exam board meetings are held at all award and progression stages of programmes.

3.7.5 Voting

Where disagreements arise regarding an academic judgement at the exam board, the Registrar shall be responsible for facilitating a vote, typically to be decided by majority consensus. The view of external examiners shall be particularly influential in the case of disagreement about an individual candidate, examination, or piece of assessment and in some cases may be drawn on to break a deadlock. In more complex cases – e.g. a Masters dissertation or 'borderline' cases – where assessors and examiners cannot agree, decisions may be deferred to allow for evaluation and, in some cases, 'third marking' by an external examiner or suitably qualified member of academic staff.

3.7.6 Reporting

The Registrar and secretary shall prepare an annual report to be conveyed to Academic Council. External examiner reports will be circulated to all assessors and board minutes shared via the college intranet (to protect the confidentiality of the marking, moderation and verification process). Due consideration must be given to all the comments, proposed adjustments, and other matters recommended by external examiners. The Academic Council will ensure that key recommendations made by external examiners are systematically addressed and integrated into the college's quality assurance processes.

3.8 Programme Development Subcommittee

The programme development subcommittee is the college's forum for the strategic development and evaluation of its portfolio of academic programmes. It has delegated authority from Academic Council to consider proposals for new, and major modifications to the college's, undergraduate and postgraduate taught programmes. Where directed by Academic Council, the committee will evaluate proposals for new programmes – or amendments to existing provision – and make recommendations regarding the functional areas of programme and curricular development. These recommendations must be ratified by Academic Council, and by Governing Body where alterations to resource allocations are required.

3.8.1 Functions

The programme development committee, acting under the direction of Academic Council, have responsibility for:

1. Evaluating proposals for new academic programmes, approving or rejecting proposals in terms of their thematic content and broadly defined structure, and bringing recommendations to Academic Council regarding validation proposals for new programmes. This must include comparison of ICD's (proposed) offering with the offerings of other providers
2. Periodically reviewing existing programmes and bringing recommendations on opportunities for their reorganisation or development to Academic Council (review evidence must incorporate reports on enrolment, learner feedback, staff feedback, and resources [human, financial, and physical]). This must include comparison of ICD's offering with the offerings of other providers
3. Considering the resource implications and sustainability of any new programme or proposed changes to existing programme. This must include comparison of ICD's proposed offering with the offerings of other providers
4. Actively promoting the development of new programmes consistent with the college's strategic objectives. This must include comparison of ICD's proposed new programmes with the offerings of other providers
5. Considering proposals for major modifications to the curriculum, structure, content and delivery of existing programmes, and proposals for their withdrawal. This must include comparison of ICD's programme(s) with the offerings of other providers
6. Evaluating any proposed case for collaborative provision
7. Overseeing the programme approval process and any related programme development activity, in collaboration with Academic Council
8. Assisting Academic Council with the redevelopment of existing programmes for revalidation. This must include comparison of ICD's programmes with the offerings of other providers
9. Soliciting external and independent consultation (e.g. from employers) on the quality of new programme proposals, where required
10. Reviewing the premises, facilities, technological, and human resources across the organisation to ensure they are adequate for the continued delivery and improvement of delivery of

programmes (including reviewing resource needs and availability for proposed new programmes or changes to existing programmes).

11. Ensuring programmes are approved and developed fully in line with the college’s documented QA policies and procedures. This must include comparison of ICD’s (proposed) offering with the offerings of other providers
12. Evaluating any proposal for the sole or collaborative provision by the college of short courses and training outside of its validated NFQ programmes

3.8.2 Membership & Reporting

The programme development committee is constituted as an *ad-hoc* committee, convening for a specified period at the direction of Academic Council in order to undertake a defined activity or task. Its membership shall vary but will typically comprise:

1. The Head of Academic Development
2. At least one Programme Director
3. Several (two or more) academic staff members (determined by the complexity of the committee’s work)

The Head of Academic Development shall fulfil the functions of chair and secretary and is responsible for reporting to Academic Council on the work of the subcommittee.

3.8.3 Schedule of meetings

When convened, the programme development subcommittee shall propose a schedule of meetings as consistent with the complexity of its work and permitted timescale. In order to be quorate, at least 50% of members must attend each meeting.

3.8.4 Submission form for amendments to programmes and modules

Academic staff are required to work with their Programme Director to complete a ‘programme amendment form’ for any changes they propose to make to an existing programme of learning or module. These forms are submitted to the Chair of Academic Council, who will judge whether the proposed changes are ‘major’ or ‘minor’.

‘Minor’ changes – such as a change to the assessment strategy or indicative syllabus of an individual module – will typically be referred directly to Academic Council for review. Any proposed change that is judged to be ‘major’* will be referred by the Chair of Academic Council to the Programme Development Subcommittee.

Defining Major Changes

A ‘major’ change is defined as any proposal that will have a significant impact on an existing programme in terms of its structure, content, and delivery. By default, the following ‘major’ changes shall always be referred to the programme development subcommittee:

New programme proposals	Changes in programme title	The addition of a minor award or exit route
Proposals for collaborative provision	Any proposal to broaden the college’s scope of provision	Proposals for training or short courses outside of the NFQ

Proposals for new modes or sites of delivery	Any change in the overall credits or credit weighting for a programme	Any change to a programme's entry, RPEL/APEL, or English language requirements
Substantive changes in the structure of a programme, its content, or learning outcomes	An appreciable change in a programme's intake	Any change that would have significant resourcing implications for the college

Defining Minor Changes

'Minor' changes, that do not require referral to the Programme Development Committee, and can be approved at an ordinary meeting of Academic Council, include:

Changes to module titles	Changes in the credit weighting of a module	The addition or removal of modules from a programme (where this does not have significant implications for its structure, delivery, or resourcing)
Changes to module content	Changes to module learning outcomes (where these do not deviate appreciably from programme learning outcomes)	Changes to module assessment



3.8.5 Module/Programme amendment form

(please submit to the secretary or chair of Academic Council)

Date		Programme/module code		Stage	
Proposer(s)		Programme director			
Short description of proposed change (e.g. weighting change, new module, new programme*)	<p><i>* for new programme proposals, this form shall function as a cover sheet for a document which provides:</i></p> <ol style="list-style-type: none"> a. A clear rationale for the proposed programme (educational case or business case): this must incorporate evidence of need for the programme b. Specific NFQ level for the proposed programme c. Specific ECTS credit weighting for the programme d. General overview of its thematic content e. Broadly defined structure for the proposed programme f. General overview of the teaching, learning and assessment strategy and if, or how, it differs from the ICD Teaching, Learning, & Assessment Strategy, and if so why g. Outline module list for the programme h. Programme duration (e.g. number of years) i. Mode of delivery (full-time or part-time) j. General indication on whether staffing requirements to deliver the programme are within existing resources or whether additional resources are required 				
Timeframe	<p><i>Does your proposed change need to be implemented within a particular timeframe? i.e. before the next academic year.</i></p>				
Summary/Reasons for proposed change	<p><i>If applicable, please provide a more detailed account of, and rationale for, the proposed change.</i></p> <ol style="list-style-type: none"> 1. <i>Provide a full description of the proposed change</i> 				

	<p>2. <i>Explain the reason for your request and provide background information and context</i></p> <p>3. <i>List any supplemental documentation that you would like to have considered as part of your request (make sure to attach it to this form)</i></p>		
For completion by the chair of Academic Council			
Significance of proposal?	Minor		Major
Refer to	Academic Council		Prog D. Committee
Comments			
Signature		Date	

3.9 Programme Boards

Programme boards are subcommittees of Academic Council established to oversee and continually review the implementation of programmes of study in terms of their operation, delivery and curricula. They have responsibility for maintaining academic and professional standards for the programmes concerned and for improving and enhancing the student experience - and quality of teaching and learning – for each programme.

3.9.1 Functions

The responsibilities of each programme board include:

1. Overseeing any and all matters related to the operation, delivery, and content of the college's academic programmes
2. Planning the schedule, nature, and sequence of assessments for each semester and academic year
3. Periodically reviewing learner workload to ensure that it is optimally distributed across each semester and stage
4. Considering and proposing any amendments to the programme curriculum and, where appropriate, referring these to the Academic Council using the programme/module amendment request form
5. Reviewing and implementing any programme-related policies or actions referred by Academic Council
6. Advising on the development of the programme assessment strategy and ensuring that all module and programme learning outcomes are suitable aligned
7. Monitoring the lecturers' use of the college LMS and fielding proposals for its enhancement
8. Periodically reviewing programme design and delivery and bringing recommendations on opportunities for their reorganisation or development to Academic Council (review evidence must incorporate reports on enrolment, learner feedback, staff feedback, and resources)
9. Advising Academic Council, via the Programme Director, on the resources required to support a programme
10. Considering external examiner reports and ensuring that appropriate interventions/actions are taken to address key issues
11. Considering and recommending solutions to any matters – academic and non-academic - impacting negatively on learners' overall experience of the college's academic programmes
12. Developing programme content and delivery to align with the requirements of all relevant professional, statutory and regulatory bodies
13. Ensuring all staff are informed about quality assurance policies, programmes, and changes to programmes and the quality assurance policy

14. Ensuring learners are included fully and meaningfully in all programme board meetings to deliberate on programme design, planning, and delivery

3.9.2 Membership

Programme boards comprise the following members:

1. The Programme Director (acting as secretary and chair)
2. The academic staff involved in the delivery of a programme
3. One student representative per programme (as elected by the Student Representative Committee)

The elected SRC member of the Programme Board shall hold a term of office of one academic year and will be eligible for reappointment/re-election by the SRC.

All members of the Programme Board must be invited to attend all Programme Board meetings.

3.9.3 Quoracy

Quorum will require the attendance of at least 40% of programme board. The Programme Director *must* be in attendance or nominate a suitably qualified member of academic staff to chair in their absence.

3.9.4 Schedule of meetings & Agenda

Programme boards shall meet no less than twice per academic year (once per semester, at the beginning of the semester), though they may convene extraordinary meetings when necessary (through the Programme Director). The Programme Director will act as secretary and chair and be responsible for the preparation of its agenda. The agenda should reflect the functions laid out in its terms of reference, and any member wishing to have a matter placed on the agenda shall be given the opportunity to do so by the Chair. Members may request an agendum in writing by sending an email to the Programme Director. The board's agenda may also be shaped by work and feedback referred to it by Academic Council, the Programme Development Committee, or External Examiner. All members of the board shall receive notice of scheduled ordinary meetings at the beginning of each academic year. The agenda and supporting information/documentation must be circulated at least five days before each meeting. Extraordinary meetings also require a minimum of five days' notice.

3.9.5 Reporting

Programme boards report, via the Programme Director, to Academic Council and – where applicable – the Programme Development Subcommittee. All action points from programme board meetings are to be recorded by the Programme Director and shared with Academic Council, either by requesting its addition to the Academic Council agenda, or through its annual report (depending on the urgency of the matter).

3.10 Role and Responsibilities

3.10.1 The College Registrar

The Registrar has overall responsibility for quality assurance, admissions, academic affairs, programme assessments and awards, and the management and coordination of student records. They are also the authorised record keeper of the college's student records. The Registrar's responsibilities include overseeing:

1. The effective function of the college's registry functions and academic administration
2. Student applications, offers, admissions and registration processes
3. The convening and operation of examination boards
4. Formal procedures including student complaints, appeals, and disciplinary matters and the reporting of same to Academic Council
5. The continual and cyclical monitoring, statistical reporting, and analysis of progression, retention rates, completion and other key learner data
6. Academic record keeping
7. The safeguarding and promotion of academic integrity across the college
8. Compliance with the requirements of accrediting bodies
9. The operation and periodic evaluation of the college's RPEL/APEL policies
10. The planning and operation of examinations including exam sitting, external examiners, and exam boards
11. Student services and pastoral supports through supervision, and continuous monitoring of, learner support provision with the administration office, including the Student Liaison Manager
12. Statutory compliance with all regulatory frameworks and responsibilities
13. Working with the college's committees to ensure optimal planning and preparations for all forms of internal and external audit and review
14. Administrative support for all the college's programmes, committees and quality assurance procedures
15. The development of the college's strategic plans and objectives (as a member of Governing Body)
16. The safeguarding of the independence of Academic Council
17. The processing of awards and management of the annual graduation ceremony
18. Ensuring and coordinating staff availability as required to deliver programmes of education
19. Supervising all communications with staff and students to ensure they are up to date regarding all programmes, quality assurance policies, and all important organisational decisions
20. Ensuring that all physical resources are in place as required to deliver programmes. This includes assessing the suitability of all venues (rooms) as effective teaching, learning, and assessment environments

21. Ensuring security in assessment procedures are followed and updated as appropriate to maintain effectiveness.
22. Ensuring internal information management systems are secure, sustainable, and GDPR compliant in consultation with the Head of Quality Assurance

The Registrar is a member of:

- Examination Boards
- Academic Council
- Governing Body
- The College Management Team

3.10.2 Programme Directors

Programme Directors are responsible for the management, coordination, and continuous improvement of individual academic programmes. They provide academic leadership, liaise between academic staff and the college's Academic Council, oversee teaching, learning and assessment, offer student support and guidance, and play a key role in programme monitoring and improvement and at Examination Board and Academic Council meetings, and the Programme Development Committee, as required.

Programme Directors are responsible for:

1. Chairing programme boards
2. Endorsing requests for amendments to modules and programmes on behalf of lecturing staff (by referral to Academic Council)
3. Sitting on Academic Council, Examination Boards, and the Programme Development subcommittees as an *ex-officio* member
4. Evaluating suspected cases of plagiarism or academic misconduct identified by lecturers and proposing investigations and/or resolutions as appropriate
5. Coordinating educative responses to identified cases of plagiarism or academic misconduct, where appropriate
6. Ensuring all staff working on the programme are continuously informed about the programme and any changes or improvements to it
7. Ensuring student representation on Programme Boards are facilitated to participate meaningfully in Programme Board Meetings

3.10.3 The Director of Academic Affairs

Serving as the chief academic officer for the college, the Director of Academic Affairs is responsible for:

1. Chairing the Academic Council
2. Liaising with the External Independent Academic Council Member to ensure continuous quality improvement across teaching, learning, and assessment at ICD
3. Ensuring Academic Council's independence, autonomy, and integrity
4. Shaping academic policy and practice at ICD
5. Mediating in any disputes or areas of concern (e.g. academic integrity, misconduct) as required
6. Overseeing programme review and development through delegation of duties, as appropriate, for same, across the organisation, to, for example, the Programme Development Subcommittee
7. Institutional planning and policy development
8. Ensuring academic staff development and continuous quality improvement in teaching
9. Supervising the work of the Head of Quality Assurance and the Head of Academic Development

3.10.4 The Head of Academic Development

The duties of the Head of Academic Development include:

1. assisting the Director of Academic Affairs in coordinating the processes of programmatic review and (re)validation
2. coordinating key committees (with the college Registrar)
3. assisting in the mediation of student appeals
4. chairing the Programme Development Subcommittee
5. Assisting with and/or coordinating any processes relating to matters of academic integrity and/or academic misconduct
6. liaising with the Head of Quality Assurance, QQI and external professional bodies (such as the ACCA) on matters related to programme development and quality assurance
7. overseeing the college's implementation of the Moodle learning management system and advising staff on technology-enhanced learning
8. overseeing ICD's review of its QA policies and assessment strategies
9. assisting with programme and policy development in support of ICD's strategic goals.
10. monitoring and evaluating the use and effectiveness of plagiarism detection software and making recommendations to Academic Council on its use
11. reviewing the performance, content, and delivery of ICD's mandatory non-credit bearing induction module on academic integrity
12. periodically reviewing the college's plagiarism policy and making recommendations to Academic Council for its enhancement
13. advising staff members and Programme Directors on the use of educative responses to minor cases of plagiarism and academic misconduct
14. ensuring all staff are informed about quality assurance policies, programmes, and changes to programmes and the quality assurance policy
15. participating, as part of the Management Team, in staff recruitment
16. ensuring staff development initiatives are reviewed and resourced
17. ensuring systematic and ongoing teaching staff performance management and development
18. making recommendations to the Academic Council on the financial and non-financial supports and programmes available for research and staff development work

3.10.5 The Head of Quality Assurance

The head of quality assurance is chiefly responsible for overseeing and developing quality assurance and enhancement at the college. The Head of Quality Assurance sits on Academic Council and is a member of the Management Team.

Their duties shall include:

1. Managing the preparation and publication of quality assurance literature and documented policies and procedures. This requires, at least, publication of quality assurance policies on web pages (including ICD Moodle) for all staff (e.g. Moodle Document Store for Staff) and students (e.g. Moodle Document Store for Students) to access, and inclusion of key QA policy information in the student handbook
2. Overseeing the college's internal monitoring and evaluation and review of all annual reports
3. Playing a key role in the college's periodic internal audit and self-assessment processes
4. Providing an induction on quality assurance systems to all members of staff
5. Working in conjunction with the Head of Academic Development, Director of Academic Affairs, Registrar, and programme teams to promote the development and enhancement of teaching, learning and assessment across the college
6. Supporting the college in preparation for periodic review and engagement with accrediting bodies
7. Liaising with other professional, statutory and regulatory bodies and ensuring the college's compliance with all relevant obligations
8. Producing an annual report for Academic Council on the governance and management of quality at ICD and making recommendations for their enhancement
9. Ensuring information management systems are secure and sustainable and advising the Registrar regarding GDPR

3.10.6 The Student Representative Committee

The student representative committee (SRC) provides representation for learners in the college's academic governance through elected SRC members of Programme Boards and Academic Council, and enables the student body to become active partners in the college's overall governance and operation. They play a critical role in promoting the student voice at ICD Business School and in enhancing and assuring the quality of the college's programmes, services, and learner supports. The committee is comprised of elected student representatives from each stage of each of the college's programmes.

Functions

The student representative committee shall have the following responsibilities:

1. To play an active role in the governance and quality assurance structures of the college
2. To represent their peers' opinions and interests and actively address issues that impact upon the quality of their experience at the college
3. Gathering the collective views of the student body and conveying these accurately and impartially to the college
4. To participate in, support, and promote initiatives aimed at soliciting feedback from learners and actively improving the student learning experience
5. To represent the views and interests of the student body at Programme Board meetings
6. To feed back information to learners as appropriate
7. To maintain contact and coordinate with fellow student representatives
8. To advise the college and provide constructive feedback – from the learner's perspective – on matters such as programme assessment strategies, learner workloads, programme development, the college's learning environment, its tangible learning resources, pastoral supports and student services, academic governance, and general academic policies and regulations
9. To liaise with Programme Directors, the Head of Academic Development and the Registrar to represent the student voice
10. To request the addition of agenda items at Programme Board meetings, via Programme Directors
11. To provide representation for students who request representation as part of any processes relating to appeals, academic integrity/misconduct, general misconduct, complaints, or RPL applications or appeals
12. To provide supports for students, as appropriate
13. To continuously review student support infrastructure at ICD and to advise the college on how student supports can be improved

14. SRC members (one per programme) shall also be elected by the SRC to sit on their respective Programme Board.
15. The SRC shall also elect one currently enrolled SRC member (enrolled learner) who will sit on Academic Council.

Meetings

Members of the SRC are encouraged to convene at least one student representative caucus meeting per semester.

Training and Induction

Newly elected student representatives will be expected to attend training and information sessions convened by the college for their induction.

The Registrar is responsible for supporting students in relation to room-bookings and will provide an induction to the SRC in committee procedures and minute-taking.

The Head of Academic Development is responsible for ensuring the SRC are provided with internal induction and externally provided training on their role.

Election of student representatives

Any student can nominate themselves for a position on the Student Representative Committee (SRC). These are presently limited to one student per stage per programme, though the college is open to learners proposing the creation of special representative positions (e.g. for mature learners).

SRC members will hold a term of office of one academic year and shall be eligible for re-election.

Election of student representatives will normally be held every year to ensure every stage of every programme has an SRC representative. Ad-hoc elections will be held to fill any vacancies which may arise. More than one SRC representative can be elected per stage per programme, at students' discretion (e.g. to achieve gender balance).

Current Voting Arrangements

Elections to the SRC involve staff members (ordinarily a member of the Management Team, or administrative office, or a Programme Director, or Head of Academic Development) inviting students in the early weeks of the first semester of any academic year to make nominations to the SRC, which are then voted on by students.

3.11 Board of Directors

The Companies Act 2014 (Revised November 2019) and all the previous statutes relating to same are the legal precedents and obligations that ICD Business School Limited must follow.

3.11.1 Functions of the Board of Directors

The key purpose of a board of directors is to ensure an organisation's prosperity by collectively directing the organisation's affairs while meeting the appropriate interests of its shareholders and other relevant stakeholders, and complying with all necessary legislation and regulation. High standards of governance, transparency and accountability are expected of all organisations (*Institute of Directors in Ireland*).

Members of the ICD Board of Directors are required to:

1. Act in good faith and in the best interests of the company as a whole (Companies Act 2014)
2. Act honestly and responsibly in relation to the company's affairs (Companies Act 2014)
3. Act in accordance with the company's constitution & exercise powers only for lawful purposes (Companies Act 2014)
4. Not to use company's property for their own or others personal gain unless approved by company's members or agreed in constitution (Companies Act 2014)
5. Not to fetter discretion unless permitted by the Company's constitution or entered into in the Company's interests (Companies Act 2014)
6. Avoid conflict of interest (Companies Act 2014)
7. Exercise due care, skill and diligence (Companies Act 2014)
8. Have regard to the interest of all the company' members (Companies Act 2014)
9. Act in good faith on a fully informed and ethical basis, with due diligence and care and in the best interest of the company, having due regard to its legal responsibilities and its strategic objectives.
10. Ensure ICD Business School, as a provider of tertiary education leading to awards of Quality and Qualifications Ireland (QQI), complies with the policies and procedures set down by QQI and the Qualifications and Quality Assurance (Education & Training) Act 2012.
11. Lead and direct the company's activities, delegating responsibility to the Management Team, Academic Council and the Governing Body as appropriate, but taking ultimate responsibility for the overall key functions at ICD Business School. These include, strategic planning, risk management, annual budgets (financial, output, sales), performance management and allocation of finance to capital as well as revenue costs.
12. Ensure compliance with the Companies Act and the various tax acts.

3.11.2 Meetings

The Board shall meet a minimum of 3 times annually, with ad-hoc meetings as required, to discharge

properly their duties.

Attendance requirements: 100% attendance is required. Only extenuating circumstances (Bereavement, Illness) would be viewed as acceptable in relation to Non Attendance at a Board meeting.

3.11.3 Matters for Decision of the Board of Directors

Expenditure and Performance

The Board is responsible for approving the annual budgets and annual expenditure. These costs are split between Revenue and Capital Expenditure. Both of these expenditures should be clearly mapped to the 5 Year Strategic Plan and any 'one off' issues should be fully explained and agreed before being signed off.

Monitor and Manage Conflict of Interest

The board will ensure it has systems in place to monitor and manage conflicts of interest. ICD Business School has identified four tiers of conflict that a Board member may encounter:

Tier-I conflict is an actual or potential conflict between a board member and the company.

Tier-II conflicts arise when a board member's duty of loyalty to stakeholders or the company is compromised.

Tier-III conflict emerges when the interests of stakeholder groups are not appropriately balanced or harmonised.

Tier-IV conflicts are those between a company and society and arise when a company acts in its own interests at the expense of society.

Monitoring Risk

ICD Business School, as part of its Quality Assurance Policy has developed a Risk Register that identifies risks to the company and stakeholders. It is the duty of the Board to ensure that the Board is fully conversant with the risks associated with the company, the educational field and the internal control systems of ICD Business School and to monitor the effectiveness of these systems. It is the function of the Board to recommend any changes deemed necessary to these systems as they arise or are identified.

Appointment of External Service Providers

The Board will decide on the appointment of external service providers, including:

1. Auditors to the Company: ICD Business School will have its accounts audited annually.
2. Legal Service Providers to the Company

3.11.4 Membership

ICD Business School's Board of Directors will numbers five persons, from 2020 onwards:

- a. Two executive directors (including the Managing Director)
- b. Three Independent Non Executive Directors (two of these appointees having expertise and experience outside of the field of education)

Appointment to the Board:

Executive and Non Executive Board appointments will be made with respect to the requirements of the company and with the following experience and skills requirements:

1. **Independence of Non-Executive Board Members:** All Non-Executive Directors should be independent in terms of objectivity and in judgement in relation to the matters that they will be deciding on. These will include strategy, performance, key appointments and other issues that the Board may deal with.
2. **Strategic decision-making skills and experience:** All Board members (Executive and Non-Executive Directors) should possess the appropriate skills and knowledge that will allow them to perform and discharge their duties in full, as a Board member. Board members should be qualified to make important and strategic decisions and be effective in relation to the delivery of ICD's educational courses and programmes

Letter of Appointment

A formal letter of appointment will be sent to all Board members upon appointment. This will include the standard information for a newly elected member listed below;

- Role of the Board member (Executive/ Non Executive)
- Terms of Reference
- Appointment terms
- Remuneration
- Conflict of Interest Statement
- Confidentiality

New Board Member Orientation Pack

- A welcome letter
- Mission and vision statements
- Board by-laws/TOR
- Financial data
- Organizational strategic framework
- Committee job descriptions, chairs and secretaries
- Board documents
- Board member duties and responsibilities

Appointment Terms of Office

Non-executive directors are appointed for a period of three years, with the possibility for reappointment up to a maximum total duration of nine years.

In exceptional circumstances a Board member may be asked to serve longer than the elected term so as to ensure that there is continuity on the Board and that all members do not resign simultaneously.

3.11.5 The Roles and duties of the Board Members:

Board members must:

1. Ensure that the company secretary is suitably qualified.
2. Acknowledge the existence of their duties by signing a declaration to that effect.
3. Take into account the interests of the members of the company and have regard to the interests of the employees.
4. Follow restrictions on loans, quasi loans, credit transactions and guarantees and security and approval procedures for same
5. Disclose any interests in contracts made by the company.
6. Notify the company of any interests in shares in the company, its parent or subsidiary but no obligation arises if the shares held represent less than 1% of the share capital of the company or the shares do not have voting rights.

Secretary to the Board:

The Secretary:

1. Ensures the smooth and effective functioning of the Board and its Committees;
2. Ensures timely information flows between the Management Team and Board,
3. Facilitates, with other board members, the development, management and review of governance policies and procedures
4. Acts as a sounding board and advisor to the Chairperson, Board and Senior Management Team and Governing Body on governance matters. (Institute of Public Administration)
5. Ensures effective administration of the board and recording of its activities
6. Setting the agenda for meetings, in conjunction with the Chair, and the distributing same
7. Recording the contribution of individual directors
8. Must follow all statutory duties
9. Has a duty of disclosure
10. Has a duty to exercise due care, skill and diligence in performance of their role

Chairperson of the Board of Directors:

The role of the Chairperson is primarily to guide the board in its task of setting and helping to implement the company's strategic policies.

The Chairperson is appointed from his/her fellow board members. The roles of Chair of the Board and Managing Director will not be exercised by the same person.

The Chairperson will work closely with the Managing Director in a 'bridge' role between the board and the Management Team.

At ICD Business School the role of Chairperson of the Board encompasses the following duties;

1. To act as the company's leading representative which will involve the presentation of the company's aims and policies to the outside world.
2. To chair board meetings.
3. The setting of meeting agendas in conjunction with the secretary;
4. Ensuring that the board receives accurate, timely and clear information
5. Ensuring all members of the board are involved in discussions and decision-making
6. At all meetings the chair should direct discussions towards the emergence of a consensus view and sum up discussions so that everyone understands what has been agreed.
7. To take a leading role in determining the composition and structure of the board, including reviewing the size of the board, its membership, and the balance between executive and non-executive directors
8. To ensure effective communication with shareholders and, where appropriate, other stakeholders.

3.11.6 Self-Evaluation and Review

The Board is charged with ensuring that corporate governance relating to the financial and business planning of the company is monitored and reviewed. Evaluation of the effectiveness of the internal controls operating within the organisation is an essential part of the duties of the Board. Members should be objective and willing to suggest and implement change where it is required, especially regarding governance practices. Part of the Boards remit is to implement a carry out Self-Assessment Report (SAR). This SAR will include;

- Overall Position
- Role of the Board
- Oversight Agreement
- Division of Responsibilities
- Board Effectiveness
- Codes of Conduct and Conflicts of Interest
- Business & Financial Reporting
- Risk Management Oversight
- Performance Oversight

- The Board's Relationship with Management

3.11.7 Annual Report

The AGM is held annually in Q4 of the Financial Year (January-December). The Annual Report is presented at the AGM, having been circulated 30 business days before.

3.11.8 Board Relationship with Shareholders

The Board of Directors will engage in a positive manner maintaining a satisfactory dialogue with all shareholders to achieve and maintain a mutual understanding of objectives. The Board will ensure that there is optimum communication with shareholders and will encourage their participation.

The Chair of the Board will ensure the Board of Directors are aware of shareholder views, issues, and concerns.

3.12 Policy on Policy

Procedures for the Development of College Policy

ICD's two standing committees- Academic Council and Governing Body – are responsible for the evaluation, approval and implementation of college policy. This policy is intended to guide members of the college committees engaged in the process of developing and amending policy. Any staff member(s) can initiate policy proposals, though they must be evaluated, discussed and adopted by one of the college's two central committees.

For the purpose of this policy:

- 'Policies' are defined as purposive statements of guiding principles and standards designed to guide decision-making, operational procedures, and strategic action with the college.
- 'Policy owners' are the staff members or units vested with the responsibility for implementing or amending college policies, preparing policy documents, and overseeing compliance and implementation.

New Policy Development

When a staff member or unit has identified a policy need – and after having proactively sought input from appropriate members of staff - they will be responsible for preparing an initial policy proposal using the college's standard template. Policy proposals will be drafted to provide a clear and concise policy statement, rationale, glossary of key terms, recommended policy owner, and policy scope. All college policy requires central institutional approval. For policy proposals to be considered by Academic Council or Governing Body, a completed policy proposal/amendment form must be submitted to the respective standing committee's chair or secretary, who will consider adding the item to the relevant agenda. After this, Academic Council or Governing Body will further evaluate:

- the requirement/case for adopting any new policy proposal or amendment
- the scope and practical implications for the college of any new policy implementation or substantive revisions to existing policies (including procedural, legal and regulatory, and cost and resource requirements)
- a schedule for obtaining approval and recommendations for the further review and development of any policy proposal

The process and timescale for reviewing and approving draft policy proposals will vary depending on the nature, scope, and complexity of the policy. Upon approval of a new policy or amendment, the policy owner will work with the respective standing committee to develop a procedure for its implementation, to be published separately from the policy. Academic Council and Governing Body shall also be responsible for updating the college's QA framework and notifying/disseminating all new policy developments to the relevant internal and external stakeholders.

Policy Review and Amendments

Policy owners shall be responsible for the periodic review of each policy that falls under their remit and may, on occasion, be directed by Academic Council or Governing Body to draft a proposal to amend existing policy.



Policy Proposal/Amendment Form

Proposer(s)			Date		
			Version		
Title					
FAO	Academic Council		Governing Body		
Abstract	Provide a concise statement summarising the proposed policy change.				
Background/ Rationale/ purpose	i.e. the reason for the proposal, or the problem of conflict that it will address.				
Policy owner/roles & responsibilities					
Scope	Specify any implications of the proposed policy, including any anticipated operational or resource requirements. To which groups within the college shall the policy apply?				
Definitions	Glossary of specialised terms.				
Supporting Documents/ Appendices	List and describe any attached documentation.				
Signed					

3.13 Policy on Risk

The purpose of this policy is to ensure that risks to the college's operations, commercial sustainability, educational provision, learners or other stakeholders are identified, analysed and managed so that they are maintained at acceptable levels. The Governing Body has ultimate responsibility for risk and internal control within the College.

Framework

The Governing Body charge the Academic Council (Academic Risks) and the Management Team (Corporate Risks) with updating the Risk Register to take account of all identified academic and corporate risks. The Risk Register Template is contained in Appendix 3.13 of the ICD QA Policy. A fully populated Risk Register will be maintained internally. Submissions are reported to Governing Body who will finalise the risk register for the year ensuring that adequate risk mitigation plans are in place for all risks.

The risk related duties of the Academic Council and the Management Team include:

- Advise and assist the Governing Body in discharging its oversight responsibilities in the areas of risk identification, assessment, and management
- Review and monitor the establishment and continuous updating of a risk register to identify, assess and manage risk and compliance with statutory obligations.
- Monitor and ensure they have sufficient resources and access to information so as to perform their functions effectively.
- Review their own performance and terms of reference to ensure their ongoing effectiveness and recommend any necessary changes to ensure continuous risk management.

Every year, the Academic Council and Management Team will update the risk register and will report their updates to the Governing Body, who will assess all risks and ensure optimum risk identification and management.

Risk Register

The main Risk Register contains all current identified risks, with a sufficiently detailed description to allow an understanding of the risk. It also details the controls and actions in place to mitigate the risk. Each risk is allocated to one of the following broad Risk Areas:

Corporate Risks (Management Team)

- C01. Viability of ICD Business School
- C02. Structural Changes in the Sector
- C03. Financial
- C04. Student Numbers / Recruitment
- C05. Governance & Compliance
- C06. Facilities
- C07. Human Resources
- C08. Contingency Planning

Academic Risks (Academic Council)

- A01. Programmes
- A02. Quality
- A03. Teaching and Learning
- A04. External Relations
- A05. Facilities
- A06. Research & Intellectual Property

The Academic Council and the Management Team will develop policies and procedures to ensure that risk management is implemented across all decision-making functions of the College. Emerging risks will also be evaluated as part of the college's risk management process. Risk management and oversight is a college-wide responsibility that calls for, and requires, the active involvement and cooperation of both management and staff.

The Governing Body will be annually provided with the following reports by the Academic Council and the Management Team:

1. Event Report, which is a summary regarding any risk-events that have occurred, and update regarding the 5 highest scoring risks on the Register.
2. Changes Report, which details of any changes that have been made to the Register since the preceding published version.

Definition of Risk

Risks may also be split into both 'Current' and 'Emerging' Risks. A 'Current' risk is a single risk, or combination of risks, that can seriously affect the performance, future prospects or reputation of the college. An 'Emerging' risk is a new or novel manifestation of risk of a type which has never before been experienced or one which did exist before but has not been encountered for a number of years. Emerging risks are difficult to quantify in terms of likelihood and impact due to the limited knowledge of their nature and potential impact.

Risk Rating

Each risk is scored on two axes - 'Impact' and 'Likelihood'. Risks are then graded on a scale from 'Low' to 'High' using the calculated risk total.

Impact: Assessment of the likely impact from 1 (minor) to 5 (catastrophic), if the risk occurred.

Likelihood: Current assessment of the possibility of the risk actually occurring from 1 (rare) to 5 (occurring).

Risk total: Risk total score is calculated by multiplying the assessed values for "Impact" by "Likelihood"

Risks are sorted into 3 separate categories as follows based on their risk weighting:

H	= High level risk - those with a value of 16 or higher
M	= Medium level risk - those with a value of 8 to 15
L	= Low level risk - those with a value of 1 to 7

Appendix 3.13: Risk Register Template ICD

ICD Business School Risk Register

Year: 2019

Corporate Risks C01-C09

Status:

Academic Risks A01-A06

Risks are sorted into 3 separate categories as follows based on their risk weighting:

H	= High level risk - those with a value of 16 or higher
M	= Medium level risk - those with a value of 8 to 15
L	= Low level risk - those with a value of 1 to 7

[Key to Impact Levels](#)

Level	Impact Level
1	Minor
2	Limited
3	Serious
4	Very serious
5	Catastrophic

[Key to Likelihood Levels](#)

Level	Likelihood Level	
1	Rare (20 years and over)	
2	Unlikely (10 - 20 Years)	
3	Possible (5 - 10 Years)	
4	Likely (1 - 5 Years)	
5	Already happening or within one year	

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
C01	Viability of ICD Business School	C01.1 Failure to properly plan for and manage growth and change.					Mgt Team		
		C01.2 Loss/ retirement of Management Team member(s)					Mgt Team		
		C01.3 Loss of registration on ILEPS Register					Mgt Team		
		C01.4 Sale / Takeover of Company					Mgt Team		
C02	Structural Changes in the Sector	C02.1 Brexit and the threat of a global downturn.					Mgt Team		
		C02.2 Irish Educational institutions do not keep abreast of international changes.					Mgt Team		
		C02.3 Risk of attractiveness of Ireland as an education destination due ongoing pressures of student life (cost of fees, accommodation, travel, food and career outcomes)					Mgt Team		

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
C03	Financial	C03.1 Increased costs in payroll cost inflation and pension provision.					Mgt Team		
		C03.2 Rent increase					Mgt Team		
		C03.3 Increase in Insurance Costs					Mgt Team		
		C03.4 Theft of money/equipment.					Mgt Team		
C04	Student Numbers / Recruitment	C04.1 Decrease in student numbers					Mgt Team		
		C04.2 Failure to achieve budgetary recruitment figures					Mgt Team		
		C04.3 Failure to retain students					Mgt Team		
		C04.4 Over subscription of new students					Mgt Team		
C05	Governance & Compliance	C05.1 Non-compliance with Revenue regulations.					Mgt Team		
		C05.2 Non-collection of fees.					Mgt Team		
C06	Facilities	C06.1 A risk of damage caused by fire, explosion, and or adverse weather conditions to Wicklow House					Mgt Team		

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
		C06.2 Risk of physical destruction of Wicklow House or damage to Comms. Room in Wicklow House.					Mgt Team		
		C06.3 Risk of cyber threat, including what is referred to as (DDOS) distributed denial of service.					Mgt Team		
		C06.4 Risk to back up services and risk to outsourced locations both physical and cloud.					Mgt Team		
		C06.5 Risk of loss of data on portable devices.					Mgt Team		
		C06.6 Failure of quality recording, collection and utilisation of our data or accuracy of our operating information.					Mgt Team		
		C06.7 Failure to provide accurate and complete operational/student management information leading to a disruption of student services (registration, student progression etc)					Mgt Team		

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
C07	Human Resources	C07.1 Risk of loss of staff (academic and administrative).					Mgt Team		
		C07.2 Risk of new policies and procedures not being implemented effectively by staff.					Mgt Team		
		C07.3 Risk of legal action setting precedent for all contract staff.					Mgt Team		
C08	Contingency Planning	C08.1 Extreme Weather Conditions					Mgt Team		
		C08.2 Outbreak of Infectious Disease/Public Health Issue					Mgt Team		
		C08.3 Viability of the Company					Mgt Team		
A01	Programmes	A01.1 Success / engagement of courses					Academic Council		
		A01.2 Failure of learner to progress/ complete.					Academic Council		
		A01.3 Loss of accreditation/exemption by professional bodies					Academic Council		

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
		A01.4 Failure to maintain good stakeholder relations to ensure all programmes are keeping up to date with industry and community need.					Academic Council		
A02	Quality	A02.1 Loss of recognition by QQI Accrediting Partners					Academic Council		
		A02.2 Failure to maintain accurate, complete and secure operational/student management information leading to a disruption of student services (registration, student progression etc)					Academic Council		
A03	Teaching and Learning	A03.1 Failure to ensure that all staff (academic/admin.) are fully trained and conversant with the Standards, Policies and Procedures of the accrediting/ validating awarding body (QQI).					Academic Council		
		A03.2 Challenges of student enrollment					Academic Council		

Academic / Corporate	Reference	Risk Description	Controls and / or actions already in place or taken	Impact	Likelihood	Risk Weighting L / M / H	Risk Owner	Future Controls - Further Controls / Actions Required (FARs)	Date FAR
		A03.4 Failure to promote and develop as a student-centred learning environment.					Academic Council		
		A03.5 Failure to maintain Academic Standards.					Academic Council		
A04	External Relations	A04.1 Developing links with an individual or institution in Ireland or in another country that may damage ICD's reputation.					Academic Council		
		A04.2 Failure to ensure academic independence free from undue commercial or corporate influences.					Academic Council		
A05	Facilities	A05.1 Inability to provide quality teaching & learning if teaching spaces not properly maintained and kept up to date.					Academic Council		
		A05.2 Inadequate maintenance of Library					Academic Council		
A06	Research & Intellectual Property	A06.1 Inability to attract, employ and retain certain staff, especially research-active staff as a small young institution.					Academic Council		

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