

# **GALWAY BUSINESS SCHOOL**

## **Governance & Management of Quality Policy**

**May 2020**

## 2.1 Governance & Management of Quality Policy

### 2.1 Purpose

This policy refers to the governance and committee structure of Galway Business School. Details are also provided of individual roles and responsibilities and of functional responsibilities.

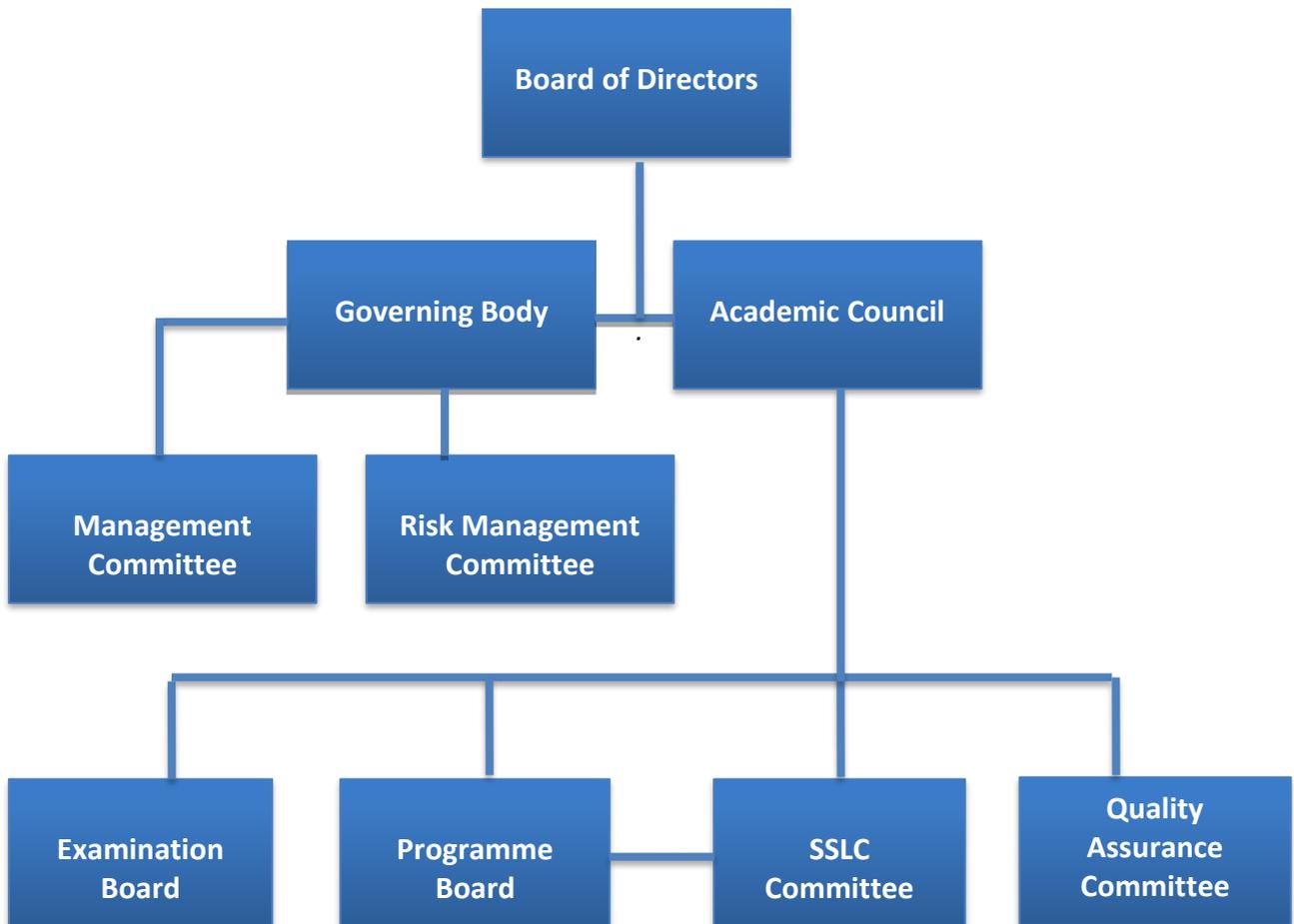
<b>Document Name:</b> Governance & Management of Quality Policy	
<b>Owner:</b> Registrar	
<b>Approved by:</b> Governing Body	
<b>Review frequency:</b> Every 2 years	

Version	Description of Amendments	Approval Date	Implementation Date
V1.0	Approval in full of the policy by the Governing Body	May 2016	May 2016
V2.0	Amendment to Policy related to Risk Management Committee, its membership and responsibilities	July 2019	September 2019
V3.0	Amendment to Policy, Membership of Governing Body, Academic Council, Programme Board, and Board of Examiners reviewed. Management Committee incorporated including terms of reference, membership etc. Board of Directors role in appointing the Governing Body specified.	March 2020	March 2020
V4.0	Amendment to Figure 2.2. Academic Council placed on the same level as Governing Body	April 2020	April 2020

## 2.2 Boards and Committees

Galway Business School is supported by a number of Boards and Committees to ensure the academic integrity and independence of processes and to facilitate and augment the optimum student experience through formal engagement with and feedback from the student body, as outlined in Figure 2.2.

Figure 2.2: Boards and Committees Structure



## 2.2.1 Board of Directors

<b>Role</b>
The Board of Directors holds ultimate corporate and legal responsibility for the proper functioning of Galway Business School. There is a statutory duty on the Board of Directors (and each Director) of the company to ensure compliance with the Companies Act 2014. The Act also stipulates that there must be a minimum of two directors of the company and each Director must comply with certain conditions under the Act before the appointment.
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• There is an express statutory duty on the Board of Directors (and on each Director) of the company to ensure that the requirements of the Companies Act 2014 are complied with.</li><li>• The Board of Directors has ultimate responsibility for the governance of Galway Business School.</li><li>• To ensure best practice the Board of Directors has delegated authority to the Governing Body to ensure compliance with best practices in Higher Education.</li><li>• To develop and oversee the implementation of the strategic direction of the school.</li></ul>
<b>Fiduciary Responsibilities</b>
The principal fiduciary responsibilities of a director are set out in Part 5 of the Companies Act 2014.
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• To comply with their fiduciary duties as set out in the Companies Act of 2014</li><li>• To ensure that there are vigorous and competent governance structures to ensure the academic capacity and financial viability of the College.</li><li>• To ensure compliance with statutory, regulatory and "best practice" in Higher Education.</li><li>• To ensure that appropriate measures are in place to be fully compliant with the requirements of legislation and policies in relation to the protection of enrolled learners.</li><li>• To ensure that financial accounts are prepared and submitted to the Companies Office on an annual basis, and comply with all CRO, revenue and financial regulation.</li><li>• Approval of financial budgets.</li><li>• To ensure mechanisms are in place with regard to appropriate resourcing, including human resources.</li></ul>
<b>Membership</b>
The two company Directors are Mr. David Niland (CEO) and Ms. Celestine Rowland (Managing Director).
<b>Powers of Decision Making</b>

While the Board of Directors has delegated responsibility for certain function to the Governing Body and to the Academic Council, the ultimate responsibility for decision making lies with the Board of Directors.

**Meeting Frequency**

Twice per year December & July (Minimum)

## 2.2.2 Governing Body

<b>Role</b>
The Governing Body guides the development and implementation of our vision of excellence in education. It is tasked with creating a learning organisation where students can succeed academically and as citizens. It oversees and fosters a culture of independence whereby individual potential is realised and achieved and reflects the diversity and needs of the stakeholders.
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• To provide academic and corporate guardianship and ensure best practice</li><li>• To develop and oversee the implementation of the strategic direction of the school</li><li>• To identify current and future trends in the education sector, and highlight current and future developments within an industry which may impact learners</li><li>• To highlight potential growth areas and areas of future opportunity for stakeholders</li><li>• To protect the efficiency and integrity of the school through ensuring optimal student educational offering</li><li>• To monitor action plans and ensure resources are available for delivery of quality programmes to stakeholders</li></ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Decide the overall strategic direction of GBS</li><li>• The Governing Body is accountable for compliance with all statutory legislation</li><li>• It is responsible for the financial management and budgetary control of the organisation</li><li>• Ensure that the organisation has the capabilities and resources to carry out its functions effectively</li><li>• Receives annual reports from the Academic Council and approves recommendations that are in line with current and future strategy</li><li>• Approves new programmes and programme changes</li><li>• Reviews and approves changes to quality policies and procedures</li><li>• Reviews the Risk Register and ensure effective risk prevention</li><li>• Approves the appointment of all staff</li><li>• It reviews and suggests policy formulation</li><li>• Reviews national /international trends in the Higher Education sector and advise the Academic Council and Programme Development Board accordingly</li><li>• Monitors ongoing developments in industry, society and employment both locally, nationally and internationally and advises the Directors on emerging trends</li></ul>
<b>Membership</b>

<ul style="list-style-type: none"> <li>• CEO, Managing Director, One External Industry Advisor (Chair) One External Academic Advisor, Registrar, Public Interest Advisor</li> </ul>
<b>Procedure</b>
<ul style="list-style-type: none"> <li>• The quorum is formed if there is 50% of the membership of the Governing Body present and this quorum must contain either the Managing Director or CEO of GBS and one other external member.</li> <li>• Additional members may be seconded onto the Governing Body to compliment or add expertise to its function and this will be determined by majority vote.</li> </ul>
<b>Meeting Frequency</b>
Twice per year December & July (Minimum)

Figure 2.2.1: GBS Governance Review Cycle



### 2.2.3 Management Committee

<b>Role</b>
The Management Committee supports the Governing Body in the strategic and operational management of the school.
<b>Terms of Reference</b>
<ul style="list-style-type: none"> <li>• Contribute to strategic planning and development activities.</li> <li>• Monitor resource allocation and utilisation.</li> <li>• Support and ensure appropriate resources are available to enable the Academic Council to engage in both programme monitoring and review and programme development.</li> </ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"> <li>• Provide support for the Governing Body in its development of the multi-annual Strategic Plan and make recommendations to the Governing Body</li> <li>• Oversee the implementation and review the effectiveness of the approved Strategic Plans and report to the Governing Body on their progress</li> <li>• Ensure operational management of the school is effective and efficient.</li> <li>• Ensure that the Academic Council is appropriately supported in its proper functioning.</li> <li>• Report to Governing Body on the utilisation of resources and make recommendations regarding future resource needed.</li> <li>• Manage resources including human and financial resources within the school</li> <li>• Ensure the availability and quality of Physical and other Infrastructure supports necessary for the proper functioning of the school.</li> <li>• Manage marketing and PR initiatives</li> </ul>
<b>Membership</b>
<ul style="list-style-type: none"> <li>• CEO, Managing Director, Registrar, Financial Manager, HR Manager, Information System Manager, Office Manager, Marketing Manager (Chair).</li> <li>• Quorum for the meeting requires 50% of its membership in attendance plus one additional member.</li> </ul>
<b>Procedure</b>
<ul style="list-style-type: none"> <li>• The Chair of the Management Committee convenes meetings with adequate notice.</li> <li>• At the start of the meeting, the chair outlines the procedures of the meeting.</li> <li>• Minutes of the meeting are available to appropriate internal committee or Governing Body.</li> </ul>
<b>Meeting Frequency</b>

The Management Committee meets every two weeks which provide opportunities for operational monitoring and review and enable effective communication within the members of senior management in the school.

## 2.2.4 Academic Council

<b>Role</b>
<p>The Academic Council is the ultimate authority for academic standards and rigour within the school. It oversees the protection, maintenance and development of the academic standards within the school, working closely with the Governing Body to ensure that the programmes and offerings are in line with the strategic direction of the school.</p>
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• To protect the academic rigour and standards of the school.</li><li>• To make recommendations on the selection, admission and retention of students.</li><li>• To investigate and approve new programme proposals.</li><li>• To approve any fundamental changes to existing programmes.</li><li>• To monitor and review matrices of the deliverables, including awards, results, progress, attrition, recruitment and student body profile, and report to the Governing Body.</li><li>• To appoint External Examiners.</li><li>• To approve the Broadsheet of Examinations received from the Examination Board/Board of Examiners at its statutory meeting.</li><li>• To ensure the congruence of the academic policies with the strategic plan as outlined by the Governing Body.</li><li>• To manage its sub-groups, namely the Quality Assurance Committee, the Programme Board, the Examinations Board and the Staff Student Liaison Committee.</li><li>• To ensure that programme deliverables are benchmarked against national and international standards and that these are recorded and reported to the Governing Body.</li></ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Monitors the performance and reviews and the reports of its constituent committees: the Quality Assurance Committee, the Programme Board, the Examinations Board, and the Staff Student Liaison Committee</li><li>• Ensures the systems for delivery and the academic standards are robust</li><li>• Confirms that the academic programmes are in keeping with the overall strategic direction of the school as outlined by the Governing Body</li><li>• Recommends policies and procedures regarding the selection, admission and retention of students</li><li>• Ensures that student and lecturer feedback has been conducted and reviewed at programme level</li><li>• Approves the Broadsheet of Examinations as received from the Examinations Board</li></ul>

- Reviews the progress of programmes as outlined by the Programme Board
- Reviews the academic progress at an overall programme level and if necessary at a modular level as communicated by the Programme Board
- Decides on recommendations for changes to existing programmes as suggested by the Programme Board
- Reviews, amends and approves all new programmes as suggested by the Programme Development Team
- Ensures that Quality Assurance and Enhancement is a continuous and ongoing process undertaken by all personnel within the school.
- Approves improvements and changes to the quality system as recommended by the Quality Assurance Committee.
- Benchmarks the academic output against national and international standards, results, awards, and attrition and progression rates.
- Ensures that the required resources are in place to protect academic standards and the delivery of programmes.
- Reviews the recommendations for the appointment of External Examiners.

#### **Membership**

- External Academic Advisor (Chair), Head of Teaching and Learning (Secretary), Registrar, Programme Leaders, Academic Coordinator, one Learner Representative

#### **Procedure**

- Agenda items that will be considered will include: Reports from Individual Committees, External Accreditations Reports, Quality Assurance, Staff Training & Development, Approval of Examination Results, Student Progress, Student & Lecturer Feedback, Marketing & Student Recruitment, Implications on the Quality Assurance Procedures in GBS, Risks to be considered for GBS's Risk Register
- At the end of the meeting, minutes are circulated to attendees and to the Governing Body members

#### **Meeting Frequency**

Twice per year December & July (Minimum)

## 2.2.5 Quality Assurance Committee

<b>Role</b>
<p>The Quality Assurance Committee (QA) ensures that an ethos of excellence permeates all academic and academic support functions. This committee evaluates reviews and revises Quality Assurance procedures within Galway Business School. It has specific responsibilities for maintaining academic and cohesive administrative standards. Ultimately, the QA Committee has two main functions; oversight of the institutional philosophy of quality delivery, and systematic implementation of quality assurance procedures. The QA Committee reports to the Academic Council who in turn reports to Governing Body.</p>
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• To ensure Galway Business School's programmes are delivered in accordance with robust Quality Assurance procedures</li><li>• To provide that systems are in place to facilitate a comprehensive, rewarding and engaging education for learners</li><li>• To ensure all departments engage in on-going self-evaluation, and comply with external validation processes</li><li>• To monitor and review all processes designed to improve academic standards</li><li>• To engage all personnel, particularly academic staff, in the delivery of the agreed quality standards</li><li>• To ensure that QA standards reflect best practice in relation to other national and international institutions</li></ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Develop and review the Quality Assurance Handbook</li><li>• Communicate roles and responsibilities of all staff concerning the implementation of quality processes</li><li>• Engineer a system of open communication in all academic and academic support services</li><li>• Ensure ongoing quality processes are incorporated into the academic programmes</li><li>• Ensure that standards are reviewed and benchmarked against national and international education providers</li><li>• Monitor academic staff training and development</li><li>• Ensure that all committees are aware of the Quality Assurance standards and adhere to Quality Assurance procedures in the design and delivery of academic assessment</li><li>• Establish feedback systems for all stakeholders concerning Quality Assurance implementation</li></ul>

- Notify management of non-compliance with Quality Assurance policies to initiate corrective and preventative actions

**Membership**

- Registrar, Managing Director, Head of Teaching and Learning, Academic Coordinator, Programme Leader

**Procedure**

- The level of student services is reviewed through examination of feedback in the Annual Module reports. Attention is paid to any suggestions or complaints from students that have been documented through formal or informal meetings through Lecturers, the Registrar, Academic Coordinator or the Managing Director
- The Quality Assurance Committee will review the quality of the training and professional development activities undertaken in the previous year and suggest areas for improvement. It will also assure that quality systems that are in place and monitor access to training. This is done through committee meetings and Registrar and the Academic Coordinator who report on training and professional development activities.
- The committee reviews suitable improvements to processes and documents and proposes these to the Academic Council. Changes that are approved at Academic Council level form part of the report sent to the Governing Body
- The Quality Assurance Committee reviews the quality management systems and the Quality Assurance Handbook annually to ensure that policies and procedures are adequate and fit for purpose particularly with regard to on-going activities and new developments within Galway Business School
- The chair of the Quality Assurance committee is the Registrar. This position maintains meeting minutes and presents the Quality Assurance committee reports including recommendations for improvements to the Academic Council
- Recommendations for quality improvement or change in quality assurance policies or processes then form part of the QA Committee Reports.

**Meeting Frequency**

Twice per year November & June (Minimum)

## 2.2.6 Risk Management Committee

<b>Role</b>
The overall responsibility for the identification and mitigation of risks within the school lies with the Risk Management Committee.
<b>Terms of Reference</b>
<ul style="list-style-type: none"> <li>• To ensure Galway Business School recognises the potential risks that could endanger its operations or create opportunities for the schools' further development</li> <li>• To review the Risk Register and decide on any necessary actions needed to mitigate potential risks</li> <li>• To ensure all departments engage in on-going self-evaluation, and the document recognised risks in the Risk Register</li> <li>• To monitor and review all processes designed to improve Risk Management within the school</li> <li>• To engage all personnel, including academic staff, in effective communication of identified potential risks</li> </ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"> <li>• Implementing GBS's Risk Management Policy</li> <li>• Identifying and monitoring risks that could impact on the achievement of GBS's strategic objectives</li> <li>• Review of the risk register on a bi-annual basis</li> <li>• Ensuring compliance with relevant QQI policies and Codes of Conducts</li> <li>• Ensuring the coordination and promotion of risk, including the identification, assessment and management of risks operate efficiently and effectively</li> <li>• Ensuring that fundamental risks, which threaten the achievement of GBS's objectives, are identified, assessed and included in the school's Risk Register, which will be reviewed regularly</li> <li>• Ensuring that each member of the committee is responsible for the risk management in their departments and keeping the Risk Management Committee updated</li> <li>• Ensuring that there is appropriate communication with staff on risk, risk policy and controls</li> <li>• Ensuring that effective systems are in place to identify new or emerging risks and seek external/ expert advise as necessary</li> <li>• Ensuring that a risk management culture is encouraged throughout the school and ensuring that risk is embedded as part of the school's decision making and operation</li> <li>• an, in conjunction with the Financial Controller, that risk is considered as part of the annual planning and budgetary process</li> </ul>

- Ensuring that reports are received on GBS insurance
- Ensuring that adequate training is in place to support staff in fulfilling the requirements of the GBS Risk Management Policy
- Ensuring that risk registers are received from each member of the Risk Management Committee and referring any risk that may require escalation to the Governing body for consideration

**Membership**

CEO (Chair), Financial Controller, Sales & Marketing Director, Registrar, Academic Coordinator, IT Security Provider, Head of Teaching & Learning

**Procedure**

- Agenda items that will be considered will include: Reports from individual heads of departments and Risk Register review
- At the end of the meeting, minutes are circulated to attendees and to the Governing Body

**Meeting Frequency**

Twice per year November and June

## 2.2.7 Programme Board

<b>Role</b>
<p>The Academic Council appoints a Programme Board for each programme. The Programme Board is responsible for the on-going management and operational delivery of programmes within the school. The Programme Board ensures that programmes run successfully within the parameters set for each programme.</p>
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• To ensure effective delivery of programmes</li><li>• To amend programmes as necessary in response to the strategic direction of the Governing Body and/or Academic Council</li><li>• To ensure all programmes are coordinated and in compliance with internally and externally set standards and guidelines as directed by the Quality Assurance Committee and the Academic Council</li><li>• To ensure the implementation of QA Committee recommendations</li><li>• To ensure the academic delivery and resources are appropriate to the programme being taught</li><li>• To submit an annual report to the Academic Council.</li></ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Each Programme Board compiles an Annual Programme Monitoring Report</li><li>• The Annual Programme Monitoring Report includes an analysis of qualitative and quantitative data provided in Annual Module Reports</li><li>• Facilitate feedback across programmes at faculty meetings.</li><li>• Ensure the efficient and timely delivery of a coordinated schedule of tutorials, assessments, course work and examinations within each programme</li><li>• Track weekly learner attendance records at module and programme level and report any absences to Registrar</li><li>• Identify opportunities for programme development through stakeholder engagement reflecting the strategic direction of the Governing Body</li><li>• Communicate any potential learner issues to programme management</li><li>• Ascertain that continuous learner feedback is monitored, coordinated and communicated by each lecturer</li><li>• Communicate any potential operational or other issues to programme management</li><li>• Suggest and recommend on-going academic staff development opportunities in accordance with</li></ul>

Quality Assurance Committee guidelines
<b>Membership</b>
Programme Leader (Chair), Registrar, Academic Coordinator, Head of Teaching and Learning, Members of the Academic Team, Learner Representative
<b>Procedure</b>
<ul style="list-style-type: none"> <li>• The Programme Board is chaired by the Programme Leader (PL). Typically the Programme Board is convened at the start and end of each semester to enable addressing of issues at the outset of programmes and modules and review at the end of the programmes</li> <li>• The quorum required for the Programme Board is 50% to include the Programme Leader and the Registrar.</li> <li>• Once the module has been delivered, a Module Report is written by each lecturer for each module delivered on a programme. This contains data on learners attendance, results, feedback and suggestions for a further improvements by the module lecturer</li> <li>• From the Module Reports, peer reviews, and input at the Programme Board meetings, the Annual Programme Monitoring Report is produced at Programme board level by the Programme Leader</li> <li>• Decisions are taken on foot of module and programme reports concerning schedule of assessments, tutorials, course work and examinations on the programmes. Actions agreed are assigned to members of the board and minutes recorded</li> <li>• Any pertinent issues raised in the Annual Programme Monitoring Report are raised at Exam Board Level, Board of Examiners and with the external examining bodies and external examiners as appropriate</li> <li>• The Programme Board minutes are circulated to members of the academic team and to the Academic Council and Quality Assurance Committee</li> </ul> <p>The Programme Board Agenda includes as standard the following items:</p> <ul style="list-style-type: none"> <li>- <i>Assessments including conduct of examinations,</i></li> <li>- <i>Student Progress,</i></li> <li>- <i>Attendance &amp; Classroom Management,</i></li> <li>- <i>Quality Assurance,</i></li> <li>- <i>Review of Module Reports, (learner attendance, results and feedback)</i></li> <li>- <i>Implications on the Quality Assurance Procedures in GBS,</i></li> <li>- <i>AOB</i></li> </ul>
<b>Meeting Frequency</b>
Three per year February, June & September (Minimum)

## 2.2.8 Examination Board & Boards of Examiner

<b>Role</b>
<p>The Examinations Board is an internal committee that reports directly to the Academic Council. The Examinations Board is concerned with all aspects of examination and assessment regulation within the school. The Examinations Officer chairs the Examinations Board. The Examinations Officer has overall responsibility for overseeing the internal coordination, registration, compliance, setting and grading of all examinations and assessments within the school. The Board of Examiners is formed from the Examinations Board and External Examiners.</p>
<b>Terms of Reference</b>
<ul style="list-style-type: none"><li>• To be responsible for all matters concerning the assessment and awarding of all degrees, certificates and diplomas</li><li>• To ensure that systems and mechanisms for the development and implementation of all examinations, assessments and awards within the institution comply with the Quality Assurance Handbook</li><li>• To maintain a strict code of fairness and equity in the examination and assessment process, with due regard to the school's philosophy of openness and transparency</li><li>• To communicate the Broadsheet of Results to the Academic Council for approval</li><li>• To communicate awards being attained by learners to the Academic Council</li><li>• To ensure the rigour and comprehensiveness of all methods of assessment</li></ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Ensure the proper systems of internal and external assessments are being adhered to across the school</li><li>• Ensure that Programme Board lecturers are cognisant of the systems for testing learning outcomes</li><li>• Promote and develop fair and innovative assessment procedures within the school</li><li>• Ensure that all proposed assessment materials are developed in compliance with the guidelines as outlined in the Quality Assurance Handbook</li><li>• Remain informed of the appointment of internal and external examiners as directed by the Programme Board and the Academic Council</li><li>• Ensure that examinations are conducted in accordance with quality standards as set out in the programme assessment strategy</li><li>• Ensure that post-assessment feedback is communicated to learners within an appropriate timeframe</li></ul>

- Oversee grades, awards and other assessment materials have been completed to the standards as outlined in the Quality Assurance Handbook
- Approve recommendations for student referrals, deferrals etc.
- Monitor incidents of mitigating circumstances in tandem with the Registrar and/or Examinations Officer
- Issue results to the Academic Coordinator for dissemination to students and to external awarding bodies
- To ensure an independent and fair system of Examination Recheck, Review and Appeal as outlined in Procedures and Guidelines for the Assessment of Learners
- To appoint any committees necessary for certain academic investigations in compliance with the Procedure for the Assessment of Learners (e.g. Committees of Enquiry/ Disciplinary Committees, Appeals Board, etc.)

#### **Examinations Board Membership**

- Examinations Officer (Academic Coordinator) (Chair), Registrar, Programme Leaders, Head of Teaching and Learning, Internal Examiners

#### **Board of Examiners Membership**

- Examinations Officer (Academic Coordinator) (Chair), Registrar, Programme Leaders, Internal Examiners, External Examiners

#### **Procedure**

- The Examinations Board is chaired by the Examinations Officer
- The quorum required for a meeting is the Examinations Officer, the Registrar, the External Examiners, a Programme Leader and a minimum of two Internal Examiners.

*\*Agenda items: Review Exam Board minutes, decision on mitigating circumstances, unfair practise, reports of committees of enquiry, requests for rechecks, reviews or appeals and complaints, assessment and exam results, and forthcoming examinations. Minutes of the Examinations Board are circulated to the Academic Council.*

#### **Meeting Frequency**

Three per year February, June & September

## 2.2.9 Staff-Student Liaison Committee

<b>Role</b>
<p>The Staff-Student Liaison Committee (SSLC) acts as a forum for two-way discussion between learners and academics. The Staff-Student Liaison Committee is a valuable resource within Galway Business School as it formally connects learners with processes and decisions taken by the school, and provides a unique insight at both a formal and informal level into students' perspectives and ensures their voices are heard.</p>
<b>Terms of Reference</b>
<ul style="list-style-type: none"> <li>• To act as a mechanism for the on-going communication of issues and feedback between students and the various other committees within the institution</li> <li>• To provide a forum for ideas from the student body that may be reflected on within stakeholder analysis for the strategic direction of the institution at the Governing Body.</li> </ul>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"> <li>• Provide an open, two-way flow and exchange of ideas between staff and students</li> <li>• To discuss issues and recommendations designed to promote learner engagement and involvement within the school</li> <li>• Provide ongoing feedback and raise any concerns regarding the operational delivery of programmes</li> <li>• Ensure that all issues and recommendations are addressed to the relevant committee, feeding into the Academic Council</li> <li>• Ensure that the learner representatives are selected by the learners from the student body</li> </ul>
<b>Membership</b>
<ul style="list-style-type: none"> <li>• Programme Leaders (Chair), Registrar, Academic Coordinator, Head of Teaching and Learning &amp; Student Class Representatives</li> </ul>
<b>Procedure</b>
<ul style="list-style-type: none"> <li>• The Programme Leader for each programme arranges for the election of a student representative from each class group (both day and evening).</li> <li>• The quorum required for a meeting is the Programme Leader/ or the Registrar, Academic Coordinator and two student representatives</li> <li>• The Registrar convenes the SSLC and notifies the Programme Leaders and the student representatives according to academic schedule of meetings</li> </ul> <p>* Agenda:</p> <ul style="list-style-type: none"> <li>- <i>Review of last meeting action and minutes,</i></li> <li>- <i>Each member is invited to present contributions on quality,</i></li> </ul>

- *Delivery,*
- *Resources,*
- *Assessment,*
- *Levels of service and any other issues of concern.*

*Discussion will ensue and summary actions are assigned to the appropriate staff member, committee or department as appropriate, Actions are assigned to members, Minutes of SSLC meetings are circulated to the Academic Council, Implications on the Quality Assurance Procedures in GBS*

**Meeting Frequency**

Twice per year December & July (Minimum)

## 2.3 Procedures for Academic Governance

Galway Business School is committed to the protection and upholding of rigorous systems of the academic process, governance and standards. Galway Business School has implemented initiatives for the protection of the academic integrity of the school and to ensure the separation of academic and commercial governance within the institution. The governance and committee structure has been designed to underpin academic integrity, independence and processes and to facilitate and augment the optimum student experience through formal engagement with and feedback from the student body.

The academic focus and direction of the school is strictly preserved and guided by and through the Academic Council. The Academic Council has full responsibility for:

- All aspects of the academic development
- Learner assessment and quality assurance within the school.

As a small organisation, there is still clear demarcation between the operations of both academic and commercial activities within the institution. The Chair of the Academic Council is completely independent of all commercial activities and his/her role is to protect the academic integrity and processes within the school. The Academic Council is chaired by a member of the academic staff, normally a Programme Leader.

The Registrar sits on the Academic Council and reports on the performance of the Quality Assurance Policies and Procedures ensuring that the stated academic goals are being delivered. The Academic Council is run independently by the academic staff with input from the Registrar. A student representative sits on the Academic Council. The Managing Director sits on the Academic Council and performs a facilitative and reporting role to ensure that the resources, operational needs and strategic objectives of the school are met and to communicate the recommendations of the Academic Council to the Directors.

*Please see the GBS / GCI Group Organisational Chart in Figure 1.5.*

## 2.4 Individual Roles and Responsibilities

### 2.4.1 Chief Executive Officer

<b>Role</b>
The Chief Executive Officer provides direction and leadership towards the vision, mission, and strategy of Galway Business School. The Chief Executive Officer is responsible for setting the strategic goals of Galway Business School and its sister organisation, Galway Cultural Institute.
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• The Chief Executive Officer, in his capacity as a Director, oversees, with the Managing Director, the compliance with all legal and statutory obligations of corporate governance</li><li>• The Chief Executive Officer is responsible for ensuring adequate capitalisation and financial security for the business</li><li>• The CEO is actively involved in the external engagement of the school and sits on a number of industry, local and national boards in the areas of Business, the Arts and the Educational Sector</li><li>• The Chief Executive Officer with the Managing Director develops the Strategic Plan for the school and sits on the Governing Body for the purposes of formulating strategy.</li><li>• The CEO is responsible for the Protection for Enrolled Learners (PEL) policies and obligations within the school</li><li>• The CEO is ultimately responsible for the Risk Management of the school.</li><li>• Promoting the school at all levels locally, nationally and internationally</li></ul>

## 2.4.2 Managing Director

<b>Role</b>
<p>The Managing Director with the Chief Executive Officer provides direction and leadership towards the vision, mission, and strategy of Galway Business School. The Managing Director is responsible for setting and the implementation of the strategic goals of Galway Business School and its sister organisation, Galway Cultural Institute, as well as responsibility for the commercial and academic operational activities within Galway Business School and Galway Cultural Institute.</p>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• The Managing Director, in her capacity as a Director, oversees, with the Chief Executive Officer, the compliance with all legal and statutory obligations of corporate governance</li><li>• The Managing Director drives the culture and ethos of the organisation. She develops the strategic plan for the long term future of the organisation with input from the CEO and the management team</li><li>• The Managing Director in conjunction with the CEO is responsible for ensuring that Galway Business School is sufficiently resourced and financially stable while providing a strict structure for corporate governance</li><li>• The Managing Director works closely on maximising the efficient operations of the institution in order to ensure its viability and sustainability</li><li>• The Managing Director is engaged with the external stakeholders of the institution in the development of both strategic, tactical and operational plans and their implementation. The Managing Director also sits on all the boards</li><li>• The Managing Director sets individual departmental goals and objectives to ensure that departmental strategic goals are in line with the strategy of the school</li><li>• The development and achievement of agreed growth levels for educational programmes and overall asset usage through dedicated teams</li><li>• Overseeing financial planning in conjunction with the CEO, Finance Department and heads of departments</li><li>• Overseeing the Sales and Marketing function to ensure that annual marketing and sales plans meet the strategic and budgetary targets</li><li>• Overseeing operational management and ensuring sufficient human and physical resources are in place</li><li>• With the heads of the various departments, responsible for the final recruitment, selection and performance of all staff and ensuring that staff is sufficiently trained and the CPD plans are implemented and appropriate</li></ul>

- Overseeing the development and improvement of physical facilities and learner support services
- Responsible for the implementation of corrective and preventative action in conjunction with and as stipulated by the Quality Assurance committee
- Promoting the school at all levels locally, nationally and internationally

### 2.4.3 Registrar

<b>Role</b>
<p>The Registrar has principal responsibility for the maintenance and enhancement of academic quality assurance and standards at Galway Business School. He/She has an overarching responsibility for existing quality processes, quality improvement, academic development and liaison with external academic bodies. In relation to quality assurance of QQI programmes the Registrar is responsible for ensuring that the conditions of recognition and validation of GBS programmes required by QQI are fulfilled and meet or exceed the standard.</p>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Overall responsibility for the development, coordination, implementation, supervision and monitoring of the Quality Assurance Policies and Procedures through measurement and review of relevant statistical data, feedback surveys, reports from learners, college staff, external stakeholders and the Quality Assurance Committee which are reflected in the Annual Monitoring Report</li><li>• Ensure that GBS's quality policies and procedures comply with all relevant statutory, QQI, GDPR requirements etc.</li><li>• Ensure that there is an embedded culture of continuous improvement throughout the organisation</li><li>• Ensure that the Quality Assurance procedures are adequate, fit for purpose, approved and up to date, and reflect best practice, as recommended by the Academic Council and by QQI and reporting on their efficacy to the Academic Council and the Managing Director</li><li>• The organisation of the Academic Council, ensuring that it has appropriate oversight of the programmes and quality processes in GBS and that it can perform its functions effectively</li><li>• In conjunction with programme leaders, ensuring that Programme Boards and Examination Boards operate effectively; that the functions assigned to them are carried out efficiently; and ensuring any modifications required by validation panels, external examiners etc. are implemented and reflected in the programme.</li><li>• Review the development of new programmes and updates to modules in line with the strategic plan of GBS</li><li>• Maintenance of all records, particularly academic records with the Academic Coordinator</li><li>• Overarching responsibility for the quality of the student experience provision particularly in relation to the quality delivery of the teaching and learning in the school</li><li>• The appointment of External Examiners</li><li>• Liaise with QQI on validation submissions and ensure that the school is up to date on QQI a policy developments as well as monitor developments in higher education in Ireland, and the wider</li></ul>

context.

- Conduct training on quality procedures and policies, QQI requirements and processes, assessments and examinations among all staff members and carry out internal quality self-evaluations annually
- Liaise with other private sector colleges to provide delivery, assessment and quality development training to staff. In addition, liaise with other privates and public colleges to provide progression pathways for graduates.
- Liaise with national and international education agencies and review research and new developments in education

#### 2.4.4 Academic Coordinator

<b>Role</b>
<p>The Academic Coordinator is a full-time position within the school. The Coordinator assists in the academic administration and is in daily contact with learners on all programmes providing the first point of contact for queries and enquiries.</p>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Providing academic administrative support to the Registrar and the Managing Director for the smooth running of programmes and responsibility for the quality of the student experience provision</li><li>• Answering queries and enquiries from existing and potential students and stakeholders about Galway Business Schools' programmes and processing any enrolments in line with GBS policies. Engage with potential entrants to the school through interviews and open evenings</li><li>• Overseeing student admission criteria and Access, Transfer and Progression processes including CAO admissions, international admissions and RPL processes and that they comply with the quality policies of GBS with oversight from the Registrar</li><li>• Coordinate the Student Induction programme and the provision of student handbooks with the Registrar</li><li>• Maintaining the Virtual Learning Environment (Moodle) and ensuring that information is uploaded in a timely fashion</li><li>• Providing training and induction to the academic and support teams including use of IT and Virtual Learning Environment tools</li><li>• Ensuring that students' records are up to date and that all information regarding registrations, visa and attendance requirements comply with the schools' and all statutory policies. Liaising with the Managing Director / Register for any areas of non-compliance</li><li>• Acts as examination officer.</li><li>• First point of contact for Student Welfare issues</li><li>• Responsible for the organisation of graduation ceremonies</li><li>• Promoting the school at all levels locally, nationally and internationally</li></ul>

### 2.4.5 Programme Leader

<b>Role</b>
Each Programme Leader reports directly to the Registrar and has direct responsibility for the day to day operation of their respective programmes within Galway Business School. Programme Leaders sit on the Programme Board, Examinations Board and on the Academic Council.
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Chairing the Programme Board meetings and ensuring it meets its responsibilities</li><li>• Updating programme documentation, such as module descriptors, to be lodged with the Registrar and external awarding bodies arising from the Programme Board's annual review process</li><li>• Implementing short term changes in response to feedback from stakeholders and making recommendations to the Registrar with regard to medium or longer term changes to the programme as agreed at Programme Board level</li><li>• Ensuring adherence to the Programme Documents</li><li>• Ensuring the alignment of the modular learning outcomes with the programme learning outcomes and objectives and facilitate progression</li><li>• Attending the Academic Council Meetings</li><li>• Ensures that the Examinations Board discharges its duties</li><li>• Ensuring the alignment of the assessments with the MIPLOs and the MIPLOs</li><li>• Crafting the annual Programme Monitoring Report and engaging in the five-year programme review process with the Programme Board</li><li>• Implementing recommendations from other boards and bodies</li><li>• Promoting the school at all levels locally, nationally and internationally</li></ul>

#### 2.4.6 Examinations Officer (part of the Academic Coordinator remit)

<b>Role</b>
<p>The Registrar holds overall responsibility for the integrity and security of the Examinations function. The Examinations Officer, a senior member of the team, is responsible for ensuring registering, setting, administering, correcting and double marking of examinations and assessments in line with the Teaching Learning and Assessment Strategy. The Examinations Officer operates under QQI Assessments and Standards (2013). The Examinations Officer convenes and chairs the Examinations Board meetings, and attends the Board of Examiners where all assessments, results and awards are discussed.</p>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Overall responsibility for ensuring registration, setting, administering, correcting, double marking and verifying of all examinations and assessments within the school</li><li>• Manages the internal verification processes of internally set assessments in line with Quality Assurance Procedures</li><li>• Ensures that the Examinations Board discharges its duties</li><li>• Ensure the operational management of the examinations process, through room booking, supervision and timetabling, with the Registrar and Managing Director</li><li>• Ensure that assessment material is corrected within the agreed timeframes and appropriate feedback is given to students in line with best practice</li><li>• Organises double marking of assessment material in line with Quality Assurance procedures</li><li>• In cooperation with the Registrar and the Lecturing Team, ensures that representative samples of corrected scripts are externally verified and compiles the list of performance grades, awards, results and grade distribution</li><li>• Liaise with students and the Registrar in the case of mitigating circumstances and extension deadlines and keeping the Exam Board informed of all such issues</li><li>• Liaise with the Registrar and students in the case of externally set and graded exams</li><li>• Promoting the school at all levels locally, nationally and internationally</li></ul>

## 2.4.7 Head of Teaching and Learning

<b>Role</b>
Supporting the role of the Registrar, the Head of Teaching and Learning provides leadership on all matters related to learning, teaching and research activity within the school. This involves working collaboratively with faculty and students to promote, support and enhance innovation and best practice in teaching and learning. It includes ascertaining, maintaining, improving and evaluating the quality of teaching and learning within the school. He/She ascertains the quality of teaching and learning within the school through a systematic system of formal and informal feedback from faculty and students.
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Ascertaining the quality of the teaching and learning methodologies through regular formal and informal feedback</li><li>• Improving the quality of the Teaching and Learning through planned programmes of Induction, CPD, attendance at conferences and Academic Think Tank sessions with the objective of continuous improvement in the overall delivery and the quality of the teaching methodologies in GBS</li><li>• Ensuring best use of teaching methods and learner resources, such as the Interactive Display Screens, the Academic Server, the delivery in the classroom, e-activities, use of the VLE and a fully resourced library</li><li>• Ensuring that programmes are organised in a manner that exemplifies excellence in Teaching and Learning and reporting feedback to the Registrar, QA Committee and Academic Council on improvements and feedback</li><li>• Benchmarking GBS's teaching, learning and assessment strategies to national and international comparators to ensure their relevance and continuous improvement</li><li>• Promoting the school at all levels locally, nationally and internationally</li></ul>

## 2.4.8 Lecturing Staff

<b>Role</b>
<p>The Lecturing Staff are the primary resource within Galway Business School for the provision of a robust, academically sound, quality educational offering for learners. All lecturers perform the following similar teaching and assessment duties within their respective specialist areas.</p>
<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Lecture on the respective programme within the weekly schedule and fixed period agreed with the appropriate school personnel / committees</li><li>• Prepare Module Packs containing lecture schedule, assessment schedule, assessment criteria and marking scheme, updated reading list etc. in advance of the start of each semester</li><li>• Devise and follow programme syllabi in a timely and accurate manner. Prepare lessons efficiently and employ a range of appropriate resources, materials and methodologies</li><li>• Upload lecture notes and related materials onto Moodle in advance of each class</li><li>• Set and mark all assessments prepared by the students and return within a reasonable time or deadline laid down by School administration. Provide academic guidance to students, in particular, regular and substantial individual feedback</li><li>• Be attentive to the exam syllabus and examination procedures for any exam classes taught as outlined in the Teaching Learning and Assessment Strategy</li><li>• Report any student academic problems to the Registrar or Academic Coordinator</li><li>• Report any student welfare problems to the Academic Coordinator</li><li>• Supervise degree Business Research Projects</li><li>• Attend Academic Council, Programme Board, Examination Board, Board of Examiners, New Programme Development Board and other meetings (as laid out in the schedule of meetings at the beginning of each semester)</li><li>• Liaise with other lecturers teaching on the same programme</li><li>• Prepare internal assignments and assessment criteria, marking schemes/model answers for the relevant programmes. Act as Internal Examiner. Double mark assessment materials as allocated</li><li>• Provide the Examinations Officer with a spread sheet of continuous assessment and final assessment marks</li><li>• Keep accurate records of student attendance</li><li>• Advise students on programmes of further study and provide academic references for students when required and liaise with the Registrar regarding same</li><li>• Prepare Module Report(s) to contribute to the production of Annual Programme Monitoring reports</li></ul>

- Contribute to the continuous improvement and effectiveness of Galway Business School by actively adopting and practising the School's Quality Assurance system
- Promoting the school at all levels locally, nationally and internationally

## **2.5 Departmental Responsibilities**

### **2.5.1 Finance Department**

- Involvement in all aspects of the company to ensure its continued financial viability, managed growth and profitability
- Preparation of the annual accounts and advise on resource maintenance and investment
- Input into strategic planning and particularly reconciling projects with financial projections of the company
- Drawing up budgets in conjunction with the senior management for various departments in line with the strategic plan
- Costing the courses and products of the company and defining targets in financial terms for the coming year
- Production of and analysis of monthly Management Accounts for review by senior management and benchmarking them in line with similar businesses
- Suggesting cost reductions when required without impacting negatively on operations or the student experience
- Promoting the school at all levels to prospective students, agents etc. and acting as an ambassador for it in a general way

### **2.5.2 Sales & Marketing Department**

- Responsibility for all sales and marketing functions for Galway Business School
- Developing marketing & sales strategies, plans and functions which will be linked to an advertising & PR schedule and implementation of those plans in a timely manner
- Preparing and costing a sales and marketing plan annually with defined targets and a full activity plan to drive sales in line with the strategic plan
- Monthly reporting with statistical comparisons with previous years and projections and benchmarking future plans in line with targets to Management
- Developing, designing and updating marketing information & materials and ensuring their accuracy
- Developing an online presence and social media strategy to drive sales
- Analysing, researching and developing new markets/products and maintaining existing markets
- Preparing & taking part in sales trips and workshops in line with the marketing plan
- Training of other staff members in products & sales

- Promoting the school at all levels to prospective students, agents etc. and acting as an ambassador for it in a general way

### **2.5.3 Operations & Administration Department**

- Ensuring that the school is at all times ready for business and student-focused
- The Front Office has a key role in as the face of the organisation and the first point of contact for students, prospective students and the public
- Implementation of systems & procedures to ensure smooth flow of work through the front office through optimal use of resources and time
- Ensuring that all tasks and service delivery adheres to best practice and are carried out in a timely manner, including queries, bookings, quotations, budgets & services
- Working closely with the management/marketing department to ensure the sale of products in season and to update on the status of enquiries and bookings
- Financial & commercial understanding in order to meet the financial targets of the school with regard to budgets and cash flow
- General administrative duties including answering telephone, filing, tidying, photocopying, postage, stock control & preparing material for student orientation
- Promoting the school at all levels to prospective students, educational agents etc. and acting as an ambassador, by gathering feedback from students and reporting the analysis to the academic team as well as management

### **2.5.4 Information Technology Function**

It is the function of the Managing Director to liaise with the external IT Company for the provision of IT resources with the school and to ensure that:

- The maintenance, upgrade and review of the IT provision (including Interactive Professional Display Units (IDUs) within the school meets the operational requirements in relation to the provision of all hardware and software
- WIFI access, firewall and anti-virus software provision and licensing agreements are up to standard and fit for purpose
- Daily and monthly back-up of all information off-site in a virtual environment including all email and ensuring the school websites are hosted correctly

- Ensure the database Schoolworks is fit for purpose and is upgraded regularly to ensure the school is kept abreast of new developments
- Ensure that WIFI connectivity allows optimum use of the Virtual Learning Environment (Moodle) and to liaise with the Academic Coordinator and Registrar to achieve the same