1. Governance and Management of Quality

QA Area (s)	• Governance
Applies to	☐ Staff only ☐ Learners only ☒ Staff and Learners
Policy Owner	President

1.1 Overview

Innopharma Education's legal entity is that of a registered company limited by guarantee in Ireland. The Board of Directors of the Company has resolved to add a non-executive Director to the Board. The re-constituted Board for Innopharma Education (the College) governs the operation of the College as a commercial, for-profit organisation.

The Board of Directors has established a self-regulating Academic Council to govern, maintain and promote the academic standards of the College's programmes of education and training and the awards that it provides and to advise the Board of Directors on academic matters.

The College is committed to the development and maintenance of a governance structure that is effective and fit for purpose and protects the integrity of academic standards and processes. It ensures that it is governed and managed effectively, with clear and appropriate lines of accountability for its responsibilities. The governance model ensures that objective oversight is in place to ensure that the College is financially sustainable, that financial management is sound, and that a clear distinction exists between corporate governance (concerned with the strategic, financial and business matters of the College) and academic governance (concerned with the protection and maintenance of academic standards of its programmes of education and training and its awards).

The Board of Directors appoints an Academic Council to assist it in the planning, co-ordination, development and overseeing of the educational work of the College and with a mission to protect, maintain and develop the academic standards of the College. It delegates responsibility to that body for academic decision-making, and for overseeing and developing academic standards at the College. Similarly, it delegates responsibility to the Executive Management Team for the day-to-day management of the College. The Board of Directors makes the final strategic decisions for the College, based on advice from the Academic Council or the Executive Management Team, as appropriate.

The Board of Directors appoints an independent chairperson to the Academic Council, and there is a clear delineation of responsibility between the Board of Directors and the Academic Council. This helps ensure that:

"Academic decision-making reflects the interests of learners and the maintenance of standards. It is independent of commercial considerations"[1].

Specific responsibilities of the Academic Council are discharged through a committee structure, which initially will be limited to a Programme Development Committee and a Student Services Committee. In addition, temporary, project-oriented subcommittees may be established as necessary. Further details are provided in 2.4.5 Committees of the Academic Council below.

The Executive Management of the College is provided by the Executive Management Team, which is chaired by the VP for Strategic Development.

The Board of Directors will establish a Strategic Advisory Board to advise the Board of Directors, the Academic Council and the Executive Management Team on strategic issues that may impact on the work of the College.

1.2 Corporate Governance in the College

1.2.1 Major Units of Governance:

The following are the major units of governance in the College:

1. The **Board of Directors** of Innopharma Labs Ltd. Innopharma Labs (Registered as Innopharma Labs Ltd company registration number 473304) and trading as Innopharma Education, hereinafter referred to as the 'College', is an autonomous company that reports to the Companies Registration Office.
2. The **Academic Council** of the College established by the Board of Directors by formal resolution.
3. A **Strategic Advisory Board** established by the Board of Directors by formal resolution.
4. The **Executive Management Team** established by the Board of Directors by formal resolution.

1.3 Terms of Reference for the Board of Directors

1.3.1 Purpose

The Board of Directors is the governing authority of the College. The Board of Directors is ultimately responsible for Corporate Governance of the College. It is responsible for the resources and the general business of the College, as well as setting its strategic direction.

1.3.2 Composition and Membership of the Board of Directors:

Directors:
  i. Chair: The Chief Executive
  ii. Company Secretary: Executive Director
  iii. The Vice President for Strategic Development

Non-Executive Director:
  iv. A person with extensive experience at a senior level in higher education, in Ireland and abroad.

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[1] QQI *Core Statutory Quality Assurance Guidelines 2016,* p.6

The composition of the Board of Directors has regard to gender representation.

1.3.3 Meetings

- Meetings of the Board of Directors shall normally be held at least four times per year and scheduled in advance, having regard to the cycle of required decision-making in the College.
- The quorum for meeting of the Board of Directors is 50% of the membership plus one.
- In the event that the designated Chair is absent from the meeting, the other directors shall appont one of their membership present, to act as Chair for that meeting.
- Meetings are normally held face to face, but in exceptional circumstances an incorporeal meeting may be appropriate.
- Decisions are made, insofar as is practicable, by consensus. In the absence of consensus, decisions are made by open ballot.

1.3.4 Attendance of Non-members at a Meeting

- The Board of Directors may invite whomsoever it wishes to its meetings to assist in informing its strategy and decisions.
- Non-members may attend a meeting of Board of Directors only on invitation of the Board of Directors and communicated through the secretary. Non-members shall remain in attendance solely for the business to which their attendance relates.

1.3.5 Appointment of Non-executive Director

The Board of directors has, by formal resolution, co-opted a person with extensive experience in higher education, as a non-executive director, to bring an external expert focus to its work.

1.3.6 Functions and Responsibilities

The Board of Directors has the following functions:

Fiduciary Responsibilities:

The Board of Directors:

- Has corporate and legal responsibility for the College.
- Is responsible for ensuring the financial viability of the College from year to year.
- Shall provide oversight of financial governance and budgetary decision-making.
- Is responsible for preparation and filing of statutory annual returns and accounts for submission to the Companies Registration Office. It may engage assistance from the Executive Management Team in this regard.
- Is responsible for the submission of final accounts for financial and performance audit on an annual basis.
- Is responsible for approving annual financial budgets, as prepared and submitted by the Executive Management Team.
- Is responsible for setting staff salary levels on an annual basis.
- In the exercise of these functions, the Board of Directors shall not attempt to exercise any undue influence over academic decision-making in the College.

College Governance:

The Board of Directors:

- Shall appoint the Chief Executive as the President of the College, *pro tem*. The Board of Directors may, at its absolute discretion, appoint another person to be President of the College, at a time in the future. The person, so appointed, would not be a member of the Board of Directors.
- Shall determine the mission and vision of the College.
- Shall review and approve the College's strategic planning proposals, as prepared by the Executive Management Team, in consultation with the Academic Council. Such proposals will be reviewed taking into account business opportunities and risks
- Shall review and approve an Operational Plan to implement the Strategic Plan, in place at any one time.
- Shall approve any significant financial investment required by a new programme proposal, prior to its submission to the Academic Council.
- Shall approve funding associated with draft new programme proposals, and subsequently approve the costs and budgets associated with fully drafted programmes prior to submission for validation to QQI.
- Following validation by QQI, and on the advice of the Academic Council, shall determine whether and when to commence the programme.
- Shall delegate authority for academic decision-making to the Academic Council, by formal resolution. The scope and nature of academic decision-making is outlined in the terms of reference for the Academic Council, which are approved by the Board.
- Shall uphold the ethics, values and culture of the College and act in the interests of all the College stakeholders in the highest ethical manner.
- Is responsible for the identification and evaluation of risks to the College and for monitoring, managing and mitigating risk through the use of the risk register, or other process.
- Shall appoint staff as required for the efficient operation of the College.
- Will provide and operate a shared services model, with Innopharma Technology Ltd (company registration number 582254) and Innopharma Research Ltd (company registration number 582251) as part of the group of independent companies comprising Innopharma Holdings Ltd (company registration number 582187) in respect of such matters, inter alia, as procurement, payroll, information technology, insurances etc. to achieve efficiency and economy of scale in procurement and administration.
- Will seek to cooperate with Innopharma Technology and Innopharma Research, from time to time, to their mutual benefit.

1.3.7 Delegation of Authority to the Academic Council

The Board of Directors shall delegate authority for academic decision-making to the Academic Council, by formal resolution. The scope and nature of academic decision-making is outlined in the terms of reference for the Academic Council, which are approved by the Board.

The Board of Directors shall receive a report from the Academic Council for each scheduled meeting of the Board. This report shall include an update on academic matters, including new programme development, enrolment report, examination report etc.

1.3.8   Delegation of Authority to the Executive Management Team

The Board of Directors shall delegate authority for the day-to-day management of the College, including limited budgetary discretion, to the Executive Management Team, by formal resolution. The scope and nature of its responsibilities is outlined in the terms of reference for the Executive Management Team, which are approved by the Board.

1.4   Terms of Reference for Academic Council

1.4.1   Purpose

The Board of Directors shall appoint an Academic Council with a dual role:

I.   *Advisory*: To assist the Board of Directors in the planning, co-ordination, development and overseeing of the educational work of the College.

II.   *Directive:* To protect, maintain and develop the academic standards of the courses and the activities of the College. The Academic Council shall exercise this role in a manner that is independent of commercial considerations.

1.4.2   Composition and Membership

I.   Chair:

i.   An appropriately qualified, independent, external person, with experience at a senior level in higher education, appointed by the Board of Directors.

II.   Deptuy Chair - An appropriately qualified, independent, external person, with experience at a senior level in higher education

III.   Secretary

ii.   Director of Academic Affairs and Registrar

IV.   Ex Officio Members

iii.   Director of Academic Programmes.

iv.   Head of Faculty.

v.   Programme Leads.

vi.   Head of Quality Assurance and Enhancement.

vii.   Learner Support Coordinator.

viii.   Head of Assessment.

ix.   College President. (If the post of President is held by the Chief Executive, they shall not be an ex-officio member of the Council, but may be invited to attend certain meetings on the invitation of the Chair, where they deem it beneficial. In such instances, they shall not have voting rights).

V.   Nominated Members

i.   Two members of academic staff nominated by their peers.

ii.   One learner representative nominated through class representation processes.

The Chair may invite a post holder or any external party to attend as required, where relevant to the business of a specific meeting.

The Chair and Deputy Chair shall hold office for a period of three years and each may be re-appointed for one further term by the Board of Directors. Nominated members of the Academic Council shall hold office for a period of three years, but may be re-nominated for a futher three year term.

The Academic Council may regulate its own business, subject to any directions from the Board of Directors. In this regard, the Academic Council may establish Standing Orders for the conduct of its business.

1.4.3 Meetings

- Meetings of the Academic Council shall normally be held twice in each semester, and scheduled in advance, having regard to the cycle of academic business in the College.
- Members shall be given at least 5 working days' notice of a meeting, to include the draft agenda and the associated papers for the meeting.
- Members have the right to seek to add an item to the agenda and any such request must be communicated to the Secretary, six days in advance of the meeting.
- The quorum for meeting of the Academic Council is 50% of the membership, plus one.
- In the event that the designated Chair is absent from the meeting, the Deputy chair who also provides externality shall act as chair for that meeting, or act in accordance with the appropriate procedure laid down in the Standing Orders in place at that time.
- Meetings are normally held face to face, but in exceptional circumstances an incorporeal meeting may be appropriate.
- In the case where a member of the Academic Council brings a proposal for decision to the Council, they may speak to the proposal, but may not vote on it, should a vote be required.
- Decisions are made, insofar as is practicable, by consensus. In the absence of consensus, decisions are made by open ballot, with the Chair having a casting vote in the event of a tie.

1.4.4 Functions and Responsibilities

In carrying out its functions, the Academic Council shall ensure that there is no undue influence exercised by commercial decision-makers over academic decision-making.

The Academic Council has the following functions:

1.4.4.1 Advisory Role

- Advises the Board of Directors on strategic academic planning and associated resource requirements.
- Consults with the Board of Directors at the appropriate stages in the development of new academic programmes, as outlined in Section 5 of this Manual.
- Makes recommendations to the Board of Directors that the College should commence an academic programme, following validation.
- Advises the Board of Directors on risk management and mitigation associated with academic processes in the College. It shall do this through regular review and amendment

of the risk register and onward reporting to the Executive Management Team and the Board of Directors.

- The Academic Council shall provide a report for each scheduled meeting of the Board of Directors. This report shall include an update on academic matters, including new programme development, enrolment report, examination report etc.

1.4.4.2   Academic Oversight

- Approves all academic policies and procedures.
- Ensures that systems of academic administration are in place, which are fit for purpose and encompass the entirety of the learner experience.
- Ensures that academic standards and rigour are adopted, upheld and applied in all academic programmes.
- Establishes and manages the activities of its committees, including their terms of reference.
- Establishes and manages ad hoc committees as appropriate to deal with specific academic issues.
- Delegates responsibility and, where appropriate, decision-making authority to subcommittees.

1.4.4.3   Quality Assurance

- Reviews and approves academic aspects of the quality assurance policies and procedures of the College, including updates or amendments to these, subject to the requirements of QQI and other accrediting bodies.
- Approves implementation plans for amendments to quality assurance procedures subsequent to regulatory changes and quality assurance engagement activities.
- Monitors the implementation of quality assurance procedures and associated improvement activities.
- Monitors ongoing compliance with the requirements of QQI and other accrediting bodies.
- Approves applications and reports prior to submission to QQI and other accrediting bodies.
- Establishes a panel from which an Appeals Board may be drawn by the Chair of that Appeals Board, as required (Section 3.8 Policy for Appeals).

1.4.4.4   Teaching, Learning and Assessment

- Appoint External Examiners in accordance with the provisions of section 8.2.3, Nominating External Examiners.
- Approves the Teaching, Learning and Assessment Strategy (inclusive of Blended Learning) of the College, and monitors its implementation.
- Reviews Examination results for QQI and other accredited programmes.
- Reviews reports from External Examiners.

1.4.4.5   Programme Monitoring and Development

- Reviews and approves proposals for programme development, in line with the policy and procedures set out in Section 5 of the Quality Assurance Manual.

- Identifies, escalates and actions academic risk and mitigation thereof during programme development and review.
- Monitors new programme development and approves programmes subject to their validation by QQI or other accrediting bodies, in line with the policy and procedures set out in Section 5 of the Quality Assurance Manual.
- Approves new programme proposals, making recommendations to the Board of Directors regarding academic resource requirements as needed, appointing Programme Development Groups, monitoring the work of these and approving all programme documentation prior to their submission to QQI for validation.
- Approves the Access, Transfer and Progression opportunities set out in programme specific procedures by Programme Development Teams.
- Reviews annual reports from programme boards and approves any proposed amendments to programmes prior to their submission to QQI and other accrediting bodies.
- Reviews the reports of external review panels for the validation of new programmes or revalidation of existing programmes.

1.4.5 Committees of the Academic Council

In the early years of the College's development, the business of the Academic Council will be carried out more efficiently through the use of temporary, project-oriented subcommittees established as necessary. Notwithstanding this, the Council recognises that there is a need to set in place a basic structure of committees that are essential to deliver on the functions of the Council. The Academic Council has therefore determined to constitute the following committees immediately:

- **Programme Development Committee**, which will review proposals for new programmes from Programme Development Groups that are established by the Academic Council following approval in principle to proceed to the detailed development phase.
- **Student Services Committee**, which will receive and consider reports from the appropriate College staff and administrative units and make recommendations for improvements to the Academic Council.

In the longer term, the Academic Council may consider establishing further committees such as a Quality Enhancement (QE) Committee, Library Committee, Teaching and Learning Committee, Research Committee etc. In the meantime, the functions that would be allocated to these committees will be carried out by the Academic Council as a whole, or through temporary, project-oriented subcommittees.

To encourage engagement with all employees of Innopharma Education, the Academic Council utilises the concept of workflow teams to develop, integrate and implement the quality policies and procedures across the organisation. Initially workflow teams were established in the areas of Teaching and Learning, Admissions, Marketing, Programme Monitoring and Learner Support. These workflow teams developed and refined the concepts which ultimately will become the committees when required.

In addition to the use of committees, the Council will be receiving reports from the various functions in the College, as detailed in the relevant Sections of the QAM, that contribute to the implementation

of its role. Such reports emanate from the Admissions Function, Programme Boards, Examination Boards, Post Examination processes (reviews, appeals) etc. The College does not regard these boards as Committees of the Academic Council, in the strict sense, as that might imply that the Academic Council could exercise control over their actions. The Academic Council's role is to establish policies and procedures that must be followed by these boards in the exercise of their functions.

The Academic Council may appoint members of staff of the College, who are not members of the Council, to its Committees, with their agreement. It may also appoint external experts to a committee to assist in carrying out its function.
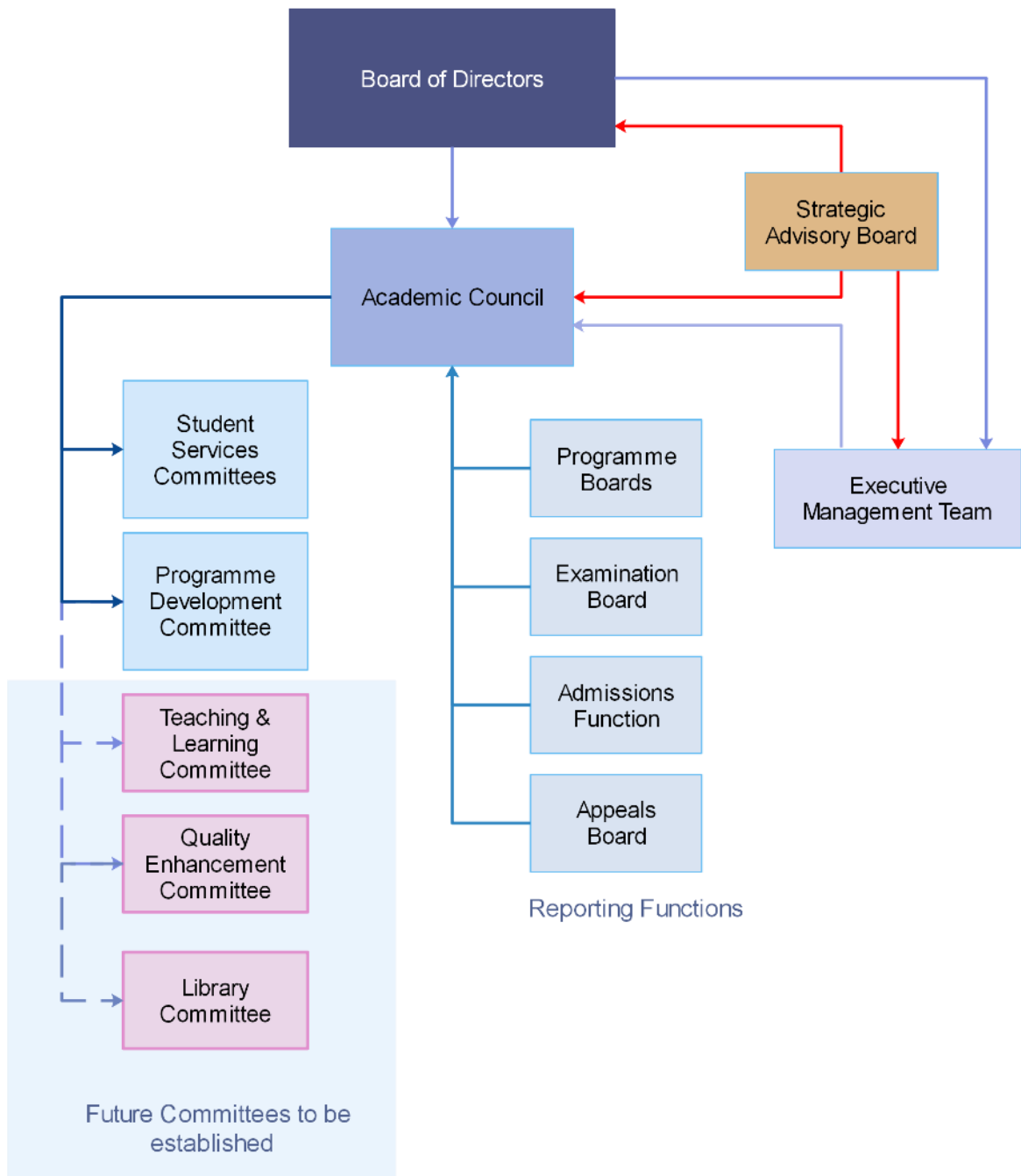
1.4.6   Programme Development Committee

This Committee is established by the Academic Council to exercise oversight of new programme development and to make recommendations to the Council. It reviews in detail proposals for new programmes, in accordance with QQI's requirements for validation and the procedures set out in Section 5 and reports to the Council with recommendations.

The Academic Council shall constitute the committee having regard to the scale of the College's operations and its scope of provision and potential conflict of interest. It should be chaired by a member of the Academic Council, who may be the Chair of the Council.

1.4.7   Student Services Committee

This Committee is established by the Academic Council to advise it on the development and enhancement of learner services in the College. In exercising this role, it reviews in detail reports from the appropriate College staff and administrative units and makes recommendations to the Academic Council for improvements.

Board of Directors

Academic Council

Strategic Advisory Board

Student Services Committees

Programme Development Committee

Teaching & Learning Committee

Quality Enhancement Committee

Library Committee

Future Committees to be established

Programme Boards

Examination Board

Admissions Function

Appeals Board

Reporting Functions

Executive Management Team

AC establishes and sponsors a range of academic committees

AC reviews a range of academic boards and academic functions

SAB provides strategic advice to AC, EMT and BOD

Overall Governance Structure

1.5 Terms of Reference for Programme Boards

1.5.1 Purpose

The Programme Board is responsible for the effective management, operation and review of the Programme and reports to the Academic Council. It is constituted for each programme that leads to an award. The College may incorporate two or more closely related programmes into a single programme board. Where two or more programmes have a common year a programme board may be established to facilitate this.

1.5.2 Composition and Membership

i.   Chair: Programme Lead

ii.   Programme Lecturers

iii. Regional Programme Administration Manager(s)

iv.   Learner Support Coordinator

v.   Learner Representative (one per stage)

vi.   Head of Faculty (ex-officio)

vii. Director of Academic Programmes (ex-officio).

1.5.3 Meetings

- Meetings of Programme Boards shall normally be held twice in each semester and scheduled in advance.
- Members shall be given at least 5 working days notice of a meeting, to include the draft agenda and the associated papers for the meeting.
- Members have the right to seek to add an item to the agenda and any such request must be communicated to the Secretary, six days in advance of the meeting.
- The quorum for Programme Board meetings is 50% of the membership, plus one.
- In the event that the designated Chair is absent from the meeting, the members present shall appoint one of their membership present, to act as chair for that meeting.
- Recommendations are made, insofar as is practicable, by consensus. In the absence of consensus, decisions are made by open ballot, with the Chair having a casting vote in the event of a tie.

1.5.4 Functions and Responsibilities:

Programme Boards have the following functions and responsibilities:

- To consider learner feedback.
- To consider lecturer feedback.
- To maintain the Approved Programme Schedule, Syllabi and Assessment Schedule.
- To ensure adherance to Marks and Standards.
- To review examination and continuous assessment results.
- To ensure an appropriate Teaching Learning and Assessment approach is implemented.
- To consider learner attendance issues.
- To examine the effectiveness of support services.

- To make recommendations on the use of existing resources and the need for new resources.
- To recommend appropriate external experts to Academic Council.
- To prepare Programmatic Review material.
- To review a draft of the Annual Programme Monitoring Report, prepared by the Programme Lead.

1.6 Terms of Reference for the Strategic Advisory Board:

1.6.1 Purpose

The purpose of the Strategic Advisory Board is to advise the Board of Directors, the Academic Council and the Executive Management Team on strategic issues that may impact on the work of the College. Agenda will include external guest speaker(s) on selected current and relevant subjects. This will offer the executive management the opportunity to discuss strategic matters in a forum, removed from the day-to-day management pressures, and with the benefit of external inputs.

1.6.2 Composition and Membership

i. Chair: An independent external person, with extensive knowledge of higher education and/or industry, with international experience.
ii. President (in the event that the post of President is not held by the Chief Executive).
iii. Chief Executive.
iv. VP for Strategic Development.
v. Director of Academic Programmes.
vi. Director of Academic Affairs and Registrar.
vii. Head of Quality Assurance and Enhancement.
viii. A recent graduate, who will act as a representative of the learner community.

1.6.3 Meetings

- Meetings of the Strategic Advisory Board shall normally be held once in each semester and scheduled in advance.
- Members shall be given at least 5 working days' notice of a meeting, to include the draft agenda and the associated papers for the meeting.
- Members have the right to seek to add an item to the agenda and any such request must be communicated to the Secretary, six days in advance of the meeting.
- The quorum for meeting of the Strategic Advisory Board is 50% of the membership, plus one.
- Recommendations are made, insofar as is practicable, by consensus. In the absence of consensus, decisions are made by open ballot, with the Chair having a casting vote in the event of a tie.

1.6.4 Functions and Responsibilities:

- Conduct a high-level review of Strategic Plan and the Operational Plan.
- Formulate ideas for inclusion in the successor Strategic Plan.

- Advise on trends in higher education delivery, nationally and internationally.

- Advise on trends in industry.

- Advise on threats and opportunities in the College's operations.

- Advise on future niche areas with potential for adding to the College's suite of programmes.

1.7 Terms of Reference for Executive Management Team

1.7.1 Purpose

The Board of Directors shall appoint an Executive Management Team with primary institutional responsibility for the day-to-day management of the College.

1.7.2 Composition and Membership

I. Chairperson

    i. VP for Strategic Development

II. Ex Officio Members

    ii. Chief Executive

    iii. President (in the event that the post of President in not held by the Chief Executive)

    iv. Director of Academic Programmes

    v. Director of Academic Affairs and Registrar

    vi. Head of Quality Assurance and Enhancement

The Executive Management Team may seek advice from other persons as it sees fit, to help in its decision-making.

It may also ask persons operating key support functions for the College, such as Finance and HR to attend particular meetings where their expertise may be beneficial to further inform decision-making.

1.7.3 Meetings

- Meetings of the Executive Management Team shall normally be held each fortnight.

- Meetings are normally held face to face, but in exceptional circumstances an incorporeal meeting may be appropriate.

- In the event that the designated Chair is absent from the meeting, the members present shall appoint one of their membership present, to act as chair for that meeting.

- Decisions are made, insofar as is practicable, by consensus. In the absence of consensus, decisions are made by open ballot, with the Chair having a casting vote in the event of a tie.

1.7.4 Functions

The Executive Management Team has the following functions:

- To develop an Operational Plan for the implementation of the aims and objectives of the College's Strategic Plan, for approval by the Board of Directors. The Operational Plan shall include action plans and the setting of goals and timescales for their achievement.

- To implement the Operational Plan as approved by the Board of Directors, including the monitoring of approved action plans and progress against goals.

- To enter into capital contracts up to the value of €25,000 in an individual contract. Proposed contracts above this figure are subject to approval by the Board of Directors.

- To manage resources to make sure that appropriate and effective facilities and services are available and scheduled to ensure the quality of delivery to learners, including making adequate resources available to the Academic Council to carry out its functions (such as appointing external examiners).

- To consider the Initial Programme Feasibility stage of new programme development, including feasability and associated risk, and if approved to forward the application, with comments, to the Academic Council. Following this, it shall inform the Board of Directors of its decision.

- To review the rationale and business case for the development of all new programmes proposed. The Executive Management Team is responsible for completing this review prior to the submission of a new programme proposal for approval to the College's decision-making bodies, the Academic Council and Board of Directors.

- To manage and deploy staff, including recruitment, performance management and development of staff.

- To maintain and review the Risk Register, including identification, management and mitigation of risk, taking account of any additional advice from the Academic Council. The Risk Register is forwarded for review to the Board of Directors.

- In the exercise of these functions it shall not attempt to exercise any undue influence over academic decision making in the College.

1.8   Membership of Chief Executive/President on Units of Governance

The following table shows the President's membership of the major units of governance, when that role is held by the Chief Executive and if it is held by another person:

Scenario	Board of Directors	Academic Council	Executive Management Team
Post of President held by Chief Executive	✔	No	✔
Post of President held by person other than Chief Executive	No	✔	✔

1.9   Meetings of Units of Governance:

The following is a table of a typical schedule of meetings of the major units of governance.

	Board of Directors	Academic Council	Executive Management Team	Strategic Advisory Board
Sept	X	X	X X	
Oct			X X	X
Nov		X	X X	
Dec	X		XX	
Jan		X	X X	
Feb			X X	X
Mar	X	X	X X	
Apr			XX	
May		X	X X	
Jun			X X	X
Jul		X	XX	
Aug	X		XX	

The Governance and Management Structure for the College is shown below.

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┌─────────────────────────────┐
│ Innopharma Labs (Education) │
│            Ltd.             │
│        (The College)        │
└─────────────────────────────┘
              │
┌─────────────────────────────┐        ┌──────────────────────┐
│     Board of Directors      │ ◄────── │  Strategic Advisory  │
│                             │        │        Board         │
└─────────────────────────────┘        └──────────────────────┘
        │
   ┌────┴──────────────────────┐
┌──────────────────┐   ┌──────────────────┐
│ Executive        │   │ Academic Council │
│ Management team   │   │                  │
└──────────────────┘   └──────────────────┘
        │
┌──────────────────┐
│ Faculty & Staff  │
└──────────────────┘
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Governance and Management Structure

1.10   Roles and Responsibilities

The College Organisation Structure is shown below.

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                                    College President                                              VP for Strategic
                                                                                                    Development

        Financial          Director of Academic              Director of Academic          HR
        Controller         Affairs & Registrar               Programmes / Head of
                                                              Faculty

   Head of                   Head of            IT              Regional          Programme      Teaching &      Marketing
   Quality &                 Assessment/        Manager         Programme         Leads          Learning        Manager
   Enhancement               Data Protection                    Administration
                                                                Managers

Learner      Career       Admissions,    Quality &     Online      Office      Timetable    Faculty       Learning      Marketing
Support      Guidance     Tranfer &      Assessment    Learning    Manager     Coordinator  Lecturers     Designer      Assistants
Coordinator /Coordinator  Progression    Coordinator   Support
Library                   Coordinator
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1.10.1 College President:

Reporting to the Board of Directors, the President is the chief officer of the College.

Responsibilities

- The President is responsible for ensuring the implementation of the strategic plan determined by the Board of Directors.
- The President controls and directs the activities of the College and its staff.
- The President, working with the Executive Management Team, is responsible for the efficient and proper management of the College.
- Producing concept papers, business plans and funding proposals for potential funders including corporate and government funded initiatives.
- Coordinating with industry to further the overall growth strategy and strategic plan.
- Developing an effective network in industry, government, business fora, etc. to develop relationships with external and internal partners.
- The President provides a bridge between the Board of Directors and the management of the College.

1.10.2 VP for Strategic Development

The VP for Strategic Development drives strategic initiatives and supports the development of long-term growth plans and profitability goals. The role includes analysing and recommending emerging industry trends, expansion opportunities, government initiatives, industry collaboration, internal business performance and business process improvement.

Responsibilities:

The VP for Strategic Development is responsible for:

- Leading the development and delivery of a strategy, framework and processes through which the College prioritises and manages its strategic development opportunities.
- Ensuring that the College has a coherent coordinated portfolio of development opportunities that are aligned with the College's strategy and ambition.
- Supporting the College to enhance its academic offerings and attract high-quality students.
- Working with the Executive Management Team to develop and execute the strategic plan and growth trajectory of the College.
- Representing the College's growth plan and strategy in external fora.
- Partnering with leaders across the organisation to take advantage of the company's core competencies. Recognise strategies under consideration which add value and those which do not add value.
- Providing high level support and project championing including the provision of advice and assistance to relevant academic and support staff in the resolution of issues and the management of risks.
- Ensuring projects are properly scoped and costed in order to make the implementation phase as smooth as possible.
- Assisting the sponsors of projects with the resolution and escalation of issues, and the unblocking of barriers or obstacles to ensure success.

1.10.3 Director of Academic Affairs and Registrar

Reporting to the College President, the Director of Academic Affairs and Registrar is responsible for the maintenance of academic standards, and quality assurance. They are responsible for delivering major aspects of academic administration and learner services.

The Director of Academic Affairs and Registrar is the main point of contact with awarding and regulatory bodies, including QQI. They are responsible for regulatory compliance within the College, under the auspices of Academic Council; academic records, including admissions, examination and graduation; academic regulations and learner discipline and the effective management of the Director of Academic Affairs and Registrar's office.

The Director of Academic Affairs and Registrar leads, manages and directs an academic team comprising the admissions office, the examinations office, learner services and the library.

The Director of Academic Affairs and Registrar is a member of the Executive Management Team.

Specific Functional responsibilities:

The Director of Academic Affairs and Registrar manages and coordinates the following functions:

1.10.3.1 Academic Standards

- Ensuring that policies and procedures exist that underpin the quality of programmes; that these are followed and that they meet the appropriate standards.
- Safeguarding the integrity and currency of programme validation and awards, including compliance with the terms and conditions of programme approval and the requirements and regulations of accrediting bodies for ongoing provision of delivery.
- Ensuring that examination standards are maintained through the management of the operation of the exams function, including exam sitting, external examiners, invigilation, implementing Examination Board decisions and organising graduation.

1.10.3.2 Academic Governance

- Supporting the business of the Academic Council, and its sub-committees.
- The Director of Academic Affairs and Registrar is secretary to the Academic Council.
- Academic Quality Assurance including, *inter alia*,
  - Ensuring there are current and appropriate QA policies and procedures in place and that they are implemented.
  - Instigating review and, where necessary, revision of QA policy and procedure on an annual basis.
  - Facilitating and organising Programmatic Review and QQI Cyclical Review.
  - Leading academic policy formulation and educational development, including implementing, reviewing and up-dating academic policies such as the Academic Quality Assurance Manual and the College's Marks and Standards regulations.
  - Acting as advisor to the Board of Directors, the College President and Academic Council and its committees, on academic matters and specifically those of a regulatory nature.
  - In cooperation with the Director of Academic Programmes, leading the College through accreditation, recognition, validation and review events.
  - In cooperation with all staff, fostering a quality culture across all areas of the College.

1.10.3.3 Student lifecycle

- Recruitment, admissions, registration and examination processes for all students.
- Management of preparation and circulation of the European Diploma Supplement.
- Student Services, including Access and Learning Support Services, Health and Counselling Services.
- The library function and related learning resources activities.
- Management and revision of regulations in relation to breaches of the Code of Conduct and academic integrity.
- Working with the Director of Academic Programmes to monitor the welfare of students and to recommended interventions with learners who are deemed at risk academically, or in need of non-academic support, in cooperation with other faculty and staff.

1.10.3.4 Staff Development

In cooperation with the Director of Academic Programmes, working to organise and provide staff training seminars and workshops in curriculum design, delivery and assessment including those that support the College's Blended Learning Strategy.

1.10.3.5 Liaison Activities

- The Director of Academic Affairs and Registrar is the primary liaison with accreditation bodies.
- Liaises with national and international HE quality networks and agencies.
- In cooperation with the College President and other senior executives, facilitates academic partnerships with external institutions and providers of education.

1.10.3.6 Management of Information

- The Director of Academic Affairs and Registrar has responsibility for the creation, retention and maintenance of data relating to programme validation and content, and to the admission, registration and examination performance of students.
- The Director of Academic Affairs and Registrar ensures that statutory requirements in relation to the information to be made available to learners are complied with.
- The Director of Academic Affairs and Registrar has responsibility for compliance with GDPR through the College Data Protection and Record Management Policy.
- The Director of Academic Affairs and Registrar authorises public information and communication.

1.10.3.7 Management and Administration

- Acting as supervisor and manager to Head of Quality Assurance and Enhancement and staff in the Learner Support function and academic administration staff.
- Leads and assumes responsibility for day-to-day operations of the Director of Academic Affairs and Registrar's Office to include the admissions office, the examinations office, the Library and Information Technology.

1.10.3.8 Special Projects

Undertakes projects that may arise from time to time as agreed with the Board of Directors and /or Academic Council.

1.10.4 Director of Academic Programmes

Reporting to the President, the Director of Academic Programmes has overall responsibility for academic leadership in the College. The Director of Academic Programmes is responsible for the programmes of the College, for teaching and learning development, and for the development and implementation of the policies and procedures governing the standard, content and delivery of validated programmes.

The Director of Academic Programmes is a member of the Executive Management Team.

The Director of Academic Programmes leads, manages and directs an academic team comprising a Head of Faculty, Programme Lead, Regional Programme Administration Team, lecturers and assessors in relation to new academic developments, quality enhancement initiatives and continuing development of programmes. Also, within their purview is the promotion of the highest academic standards, statutory frameworks and legislation, and awarding body regulations.

Specific Functional responsibilities:

These include providing academic leadership and direction, and the efficient and effective management of resources. The Director for Academic Programmes manages and coordinates the following functions:

1.10.4.1 Academic Leadership

- Providing leadership in the promotion and support of standards of excellence in teaching, learning and assessment.
- Providing a leading role in the enhancement of teaching and learning, particularly in Blended Learning.
- Fostering a quality academic culture throughout the College.
- Ensuring that staff have clear direction in relation to the College's strategy and operations.
- Ensuring the provision of academic support services required of each programme in the College in order to deliver a learner focused experience.
- Assuming responsibility and accountability for the day-to-day academic operations of the College.
- Chairing Examination Boards, where the Head of Faculty is not available.

1.10.4.2 Academic standards and quality assurance

- Promoting a quality culture throughout the College by ensuring that appropriate academic standards are established and embedded in programme development and delivery.
- Ensuring that processes are in place for monitoring the application of quality assurance policy and procedure as it relates to programme development, implementation and review (both internal and external).
- Ensuring that criteria are set for review and evaluation and revision of programmes of education and training.
- Ensuring that appropriate action is taken if there are any deviations from set standards.

- Implementing academic policies, standards, processes and procedures, to ensure all learner and academic related processes are fair, consistent, robust and transparent; and are compliant with statutory frameworks and legislation.

- Ensuring that validation requirements are implemented in full for all approved programmes.

- Participating, as required, in external fora on quality assurance, programme development, delivery mechanisms, assessment and benchmarking.

- Operating the procedures outlined in Section 5 for Programmatic Review, as they relate to the process of programme review and amendment.

- In cooperation with all staff, fostering a quality culture across all areas of the College.

- Evaluating proposals for the appointment of External Examiners and recommending appointments to Academic Council, as outlined in Section 5.

1.10.4.3 Student Lifecycle

- The Director of Academic Programmes, through the faculty and staff they lead, has ultimate responsibility for the delivery of all academic programmes.

- The Director of Academic Programmes, through the faculty and staff they lead, is responsible for the overall coordination and development of assessment.

- The Director of Academic Programmes, through the faculty and staff they lead, is responsible for the overall operation of assessment and examination.

- The Director of Academic Programmes, together with the Director of Academic Affairs and Registrar has a shared responsibility for monitoring the welfare of students and exercising, in cooperation with other faculty and staff, recommended interventions with learners who are deemed at risk academically, or in need of non-academic support.

1.10.4.4 Management and Administration

- Acting as supervisor and manager to Head of Faculty, Programme Lead, Regional Programme Administration Team, lecturers and assessors.

- Overseeing all teaching and learning activities in the College.

- Serving as a link between faculty, staff and the College President.

1.10.4.5 Information Management

- Ensuring, in cooperation with the Director of Academic Affairs and Registrar that the College has appropriate systems and mechanisms to register, track and support learner progress and safeguard data, that is fully compliant with relevant legislation.

- Ensuring that staff under their control are fully aware of their obligations in respect of GDPR, integrity of data and confidentiality.

1.10.4.6 Liaison Activities

- In cooperation with the Director of Academic Affairs and Registrar, acting as a liaison with accreditation bodies and collaborating partners.

1.10.4.7 Staff Development

- In cooperation with the Director of Academic Affairs and Registrar, the Director of Academic Programmes is responsible for organising and providing staff training seminars

and workshops to introduce curriculum design criteria as well as emerging blended learning, teaching and assessment practices into the curriculum.

- The Director of Academic Programmes is responsible for academic staff induction programmes.

- The Director of Academic Programmes is responsible for the development, direction and support of research in the College.

1.10.4.8 Programme Design, Development and Validation

- Providing a leading role in the continuing academic development and improvement of validated provision in the College.

- Leading staff in the College through new programme design and development and submission to Academic Council.

1.10.4.9 Programme Delivery

- Managing and directing the academic team.

- Participating, as required, in academic staff recruitment.

- Providing advisory recommendations to the President on all academic appointments, and promotions.

- Ensuring that appropriate resources and facilities are available to deliver and assess all programmes of teaching and learning.

1.10.4.10   Special Projects

Undertakes projects that may arise from time to time and as agreed with the Board of Directors and /or Academic Council.

1.10.5   Head of Quality Assurance and Enhancement

The Head of Quality Assurance and Enhancement reports to the Director of Academic Affairs and Registrar.

Working with the Director of Academic Affairs and Registrar, the Head of Quality Assurance and Enhancement is responsible for ensuring quality assurance policies and procedures are effectively implemented and integrated throughout all levels of the organisation, and that all staff have a clear understanding of their roles and responsibilities in relation to these.

The Head of Quality Assurance and Enhancement is the primary day-to-day point of contact between the College and QQI.

Specific Functional responsibilities:

- Proactively initiating quality assurance activity within the College; implementing and monitoring quality assurance policies and procedures; reporting to the Academic Council in relation to all academic dimensions of quality assurance at the College, including:

  o Student recruitment, retention and achievement

  o Indicators of teaching quality and teaching staff performance

  o Delivery of curriculum, including resource and materials development

- - - o   Student, staff and stakeholder feedback

    o   Programme review and development

- Ensuring the dissemination of information pertaining to quality assurance across all academic and teaching staff; leading staff development activities to embed quality assurance in staff practice.

- Overseeing the authorship, maintenance and review of all documentation relevant to the College's engagement with QQI.

- Supporting programme leaders in advising on the quality assurance aspects of programme validation and programmatic review activity and overseeing the implementation of the approval process.

- Monitoring and reporting on implementation of quality improvement plans.

- Developing and managing the range of non-academic learner services in the College, including:

    o   Disability Support Service

    o   Health Services including Counselling Services

    o   Careers Service

- Representing the College at appropriate events.

- Maintaining an external profile through engagement with appropriate bodies and organisations.

- Performing any other reasonable duty, for example, marketing activity, commensurate with the level of the role.

1.10.6   Head of Faculty

Reporting to the Director of Academic Programmes, the **Head of Faculty** provides academic leadership and management of the programmes within the faculty.

Specific Functional responsibilities:

- Supporting the implementation of the College Strategic Plan.
- Taking operational responsibility for the delivery of programmes.
- Managing the development and quality of teaching, research and learner support services.
- Making recommendations to the Director of Academic Programmes for staff development.
- Monitoring and managing faculty resources.
- Supporting learner recruitment, open days and other activity, such as graduation.
- Cooperating with the Director of Academic Programmes and Executive Management Team in the efficient running of the College.

1.10.6.1 Academic Leadership of the Faculty:

- Encouraging excellence in teaching, learning, research and professional activities within the College.
- Appointing an academic team to develop a programme submission.
- Facilitating the collection of learner feedback and the resultant implementation on matters arising from that feedback as appropriate.

1.10.6.2 Staff Management and Development:

- Appointing an academic programme development team to develop a programme submission.
- Providing orientation and guidance to all staff in the faculty.
- Undertaking effective planning and development review, including the management of staff performance and performance reviews; support for the professional development of all staff in the College.
- Contributing to the recruitment, selection, induction, administration, performance management and resolution of grievances of staff in the College.
- Ensuring that the duty of care owed to staff, and learners is exercised, particularly in relation to the maintenance of a learning/working environment free from bullying, harassment or discriminatory practices.

1.10.6.3 Compliance

- Complying with the QA and academic standards contained in the Quality Assurance Manual.
- Ensuring academic staff are aware of, and adhere to the policies, guidelines and regulations.

1.10.7 Programme Lead

Reporting to the Head of Faculty, the **Programme Lead** is responsible for the academic coordination, management and development of a single programme. This includes the management and support of learners on that programme, supported by the Regional Programme Administration Manager.

Specific Functional responsibilities:

- Mentoring learners and ensuring they have access to guidance and support on both academic and non-academic matters related to the learner life cycle.
- Working with the Head of Faculty to allocate appropriate staffing for modules.
- Reviewing programme documentation to ensure teaching schemes, module guides, reading lists, are relevant, current and accurate.
- Ensuring, where appropriate, that all content on the VLE is accessible, meets minimum standards and is populated with up-to-date material.
- Ensuring the appropriate teaching, learning and assessment strategies are implemented and that modules are taught and assessed in accordance with the Approved Programme Schedule.

- Co-ordinating assessment submission deadlines across a stage to ensure an appropriate learner workload.
- Ensuring timely feedback is delivered to learners.
- Ensuring all examination papers for modules on their programme are written and moderated well in advance of the examination taking place, are in accord with submission timetables and are appropriate to the programme level.
- Liaising, through the Head of Faculty and Director of Academic Programmes, with the relevant External Examiners.
- Ensuring examination results for modules on their programme(s) are inputted to the Learner Management System in good time prior to Examination Board Meetings.
- Communicating with learners on academic and personal issues, liaising with the Class Representatives and participating in the Class Representative Meetings.
- Working with the Regional Programme Administration Manager and Learner Support Coordinator in the management and support of learners on programmes.
- Reporting to the appropriate Programme Board related matters such as learner feedback, learner numbers, attendance and performance indicators.
- Preparing and managing the programme action plan based on feedback from External Examiners, staff, 'Module Review and Development Plans', learner feedback and ongoing review against the requirements of the Quality Assurance Manual.
- Collating all programme-based data into the Annual Programme Monitoring Report to facilitate monitoring and enhancement.
- Leading the Programme Team in the continuous review and improvement of the programme.
- Leading the revalidation process to ensure that all team members are fully briefed and able to assist in the process.
- Developing and implementing transition plans on completion of a revalidation process.
- Leading on the validation process for new programmes assigned to them by the Head of Faculty.
- Supporting recruitment activity as required.

1.10.8   IT Manager

The IT Manager reports to the Director of Academic Affairs and Registrar.

The key objective of the IT Manager is to ensure suitable information technology and educational resources. This includes educational technology and any VLE required by the College, identified at programme development and agreed at validation.

Specific Functional responsibilities:

- Liaising with Programme Lead and Head of Faculty to identify and specify the IT and computing requirements for programme delivery.
- Providing and managing sustainable computing facilities accessible to staff and learners.

- Systematically upgrading hardware and software in line with technical developments and advising the College on more effective tools and methodologies to enhance the learner experience.
- Coordinating the rota of online support personnel for all online delivery of classes and ensuring monitoring of chat box to support learners and lecturers.
- Coordinating the rota of online support for examinations process.
- Providing training on learning platforms such as GoToTraining and Moodle for new staff.
- Managing WiFi and other classroom technology required for face to face delivery of classes.
- Maintaining an inventory of equipment and purchasing any necessary hardware required for staff members.
- Maintaining a comprehensive list of IT and computing resources and ensuring that all software is properly licensed and copyright protocols are respected. Other responsibilities include firewalls, backups and security of data.
- As a key member of the data protection team, ensuring all regulatory requirements are met.
- Striving to provide excellent customer service to learners and staff with IT queries / requirements.
- Providing and informing staff of efficient IT solutions for conducting business – such as Sharepoint, Microsoft Teams, GoToMeeting, Solgari and other software solutions.

1.10.9 Learner Support Coordinator

The Learner Support Coordinator reports to the Director of Academic Affairs and Registrar.

Specific Functional responsibilities:

- Designing, delivering and coordinating workshop programmes across all disciplines on key academic support issues e.g. study and research skills, note taking, learning technologies, academic writing, exam and revision techniques.
- Developing specialised one-to-one support for students with disabilities, mature students and students availing of counselling services.
- Coordinating and managing the operation of the QuickScan scanning tool to newly enrolled learners.
- Managing and developing a range on online study skills resources for learners.
- Assisting in the preparation of awareness and publicity material relating to academic supports (including posters, flyers, email communications, and social media).
- Assisting in projects to include self-evaluation with colleagues to enhance and develop the learner support services.
- Assisting with programme monitoring and learner feedback mechanisms.
- Identifying appropriate third-party counselling services which best meet the learner needs.
- Providing librarian services to learners to include for example, academic counselling and academic misconduct awareness.

- Maintaining currency in regulations and standards relating to learner supports.
- Other duties that may be assigned by the Director of Academic Affairs and Registrar and/or the Head of Quality Assurance and Enhancement relating to monitoring initiatives.

1.10.10 Admissions Coordinator

The Admissions Coordinator reports t**o** the Director of Academic Affairs and Registrar**.**

The key role of the Admissions Coordinator is to oversee and co-ordinate the Admissions process across all programmes amd locations in conjunction with the Regional Programme Administration Manager.

Specific Functional responsibilities:

1.10.10.1 *Pre-Admissions*

- Ensuring that admissions arrangements are clear and accessible to all prospective learners.
- Supporting the marketing team to ensure that all marketing material contains statements on the Awarding Body, the Award Type, The Award Title, The Level of the Award and the credits attached to the award.
- Providing assistance with recruitment activities, admission publications, and information sessions.
- Providing support to prepare admission related presentations for information events.

1.10.10.2 *Admissions*

- Overseeing the administration of the College's admissions system and ensuring that all Regional Programme Administration Manager are following protocol in admissions procedures.
- Providing a professional, welcoming service to prospective applicants and others who are interested in understanding more about the College and our programmes of study and who engage with the College in person, by telephone or digitally.
- Advising applicants about the programmes offered, admission procedures, eligibility and costs involved.
- Facilitating the submission by applicants of all required documentation to support the application.
- Co-ordinating the follow-up for any enquiries through direct meetings, live chat, phone calls and emails in a timely manner.
- Overseeing the analysis of applications based on approved admission policies.
- Organising the interview schedule for applicants to understand their objectives and background.
- Liaising with the Head of Faculty/Programme Lead in processing admissions post interview.
- Overseeing course offers and tuition fees request, ensuring that decisions regarding the allocation of places on programmes are timely and transparent.

- Where necessary, ensuring that applicants who wish to appeal an admissions decision are guided through the process.

1.10.10.3   Registration of students

- Providing assistance to the students to complete all the enrolment documentation.
- Ensuring that all registered learner data is maintained on the enrolment systems in line with GDPR.
- Ensuring that all class lists are updated regularly to reflect changes in learner's attendance.
- Providing guidance and information to any students wishing to progress.

1.10.10.4   Other responsibilities

- Developing innovative communication strategies, recruitment strategies and enrolment plans in coordination with senior management to attract and enrol more students.
- Developing, monitoring and reviewing the integrity and suitability of the various admissions pathways and the various entry quotas.
- Ensuring that all applicants are treated in a fair, equal and consistent manner.
- Keeping up to date on new programmes or changes to existent programmes to ensure that advice to applicants is always current.
- Generating an Admissions report on each programme by preparing statistical information, in order to enhance management decision making.
- Maintaining a database of learner information, telephone logs and learner feedback in order to generate learner reports for management whenever required.

1.10.11   Head of Assessment

The **Head of Assessment** reports to the Director of Academic Affairs and Registrar.

The Head of Assessment manages the College's Examinations Department and has lead responsibility for the management and coordination of all examination processes.

The Head of Assessment is the College's designated Data Protection Representative.

Specific Functional responsibilities:

- Managing the scheduling and timetabling of exams.
- Coordination of all examination sessions.
- Liaising with Director of Academic Programmes, Faculty Heads, Programme Leads and teaching staff to ensure compliance with all examination requirements, including timely receipt of papers and QA compliance.
- Maintaining security and integrity of the assessment process.
- Management of Internal and External Examination Boards.
- Creating, quality assuring and maintaining assessment and awards information and documentation.
- Identifying procedures to enhance efficiency and effectiveness of the department.
- Liaison with external examiners.

- Management and coordination of graduation ceremonies.
- Supporting Faculty in addressing learner issues including academic integrity, failing/cause for concern students and reasonable accommodation in assessment requests.
- Taking lead responsibility for the management of the Student Information System in relation to assessment and awards.
- Liaising with QQI and all other relevant stakeholders as appropriate.
- Line management of the Examinations Team.
- Other such duties as commensurate with the role.

1.10.12 Regional Programme Administration Manager

The **Regional Programme Administration Manager** reports to the Head of Faculty.

The key roles of the Regional Programme Administration Manager are:

- To be the face of the College for the learner, within the community and within industry.
- To understand the learner's capabilities and coach learners in their job search.
- To work with learners and industrial contacts to obtain work placements and/or full-time roles within industry.

Specific Functional responsibilities:

1.10.12.1 Recruitment of students on to programmes

- Attending weekly meetings during the recruitment phase of relevant programme.
- Working on recruitment strategy including working with DSP, Intreo, media and local events.
- Requesting all applicants to submit required documentation.
- Reviewing documentation and set up interviews for suitably qualified applicants.
- Organising local open days, including organising venue, presenting, and coordination of interviews and relevant paperwork.

1.10.12.2 Co-ordinating Induction

- Creating final class list for the programmes.
- Inviting all successful applicants to attend scheduled induction day.
- Prior to induction ensure that all learner information is up to date to include:
    - Induction Presentation
    - Programme handbook
    - Programme Timetables (including Labs dates)
    - Attendance monitoring procedure
    - Social Welfare documentation (where needed)
    - Student Code of Conduct
    - Moodle/Go-To-Training set-up and troubleshooting
    - Ensure Springboard applications are complete
- Communication with Innopharma staff/lecturers regarding induction dates.

- Contacting any successful applicant who does not attend and update the class list accordingly.

1.10.12.3 *Programme interaction with learners*

- Creating learner profile records.
- Attending and/or delivering Work Preparation module.
- Support learners to complete CVs to required standards post formal module.
- Supporting learners in preparation for job interviews.
- Updating placements and jobs on Innopharma central database.
- Providing support to learners who gain employment to complete programme.
- Monitoring and tracking weekly attendance in central database.
- Communicating change of status (working, other change of circumstances affecting attendance) to Dublin office, ensuring that Change of Status form is completed and signed by learner.
- Overseeing examination preparation in conjunction with the Head of Assessment.
    - completing exam information session to include all examination procedures
    - communicating timetable information to class group
    - communicating any change in learner circumstances
    - organising suitable exam venues (where needed)
    - liaising with exam supervisors / invigilators regarding exams dates and organisation
    - organising delivery of exam papers/return exam scripts
    - attending Exam Board meetings
    - communicating exam results procedures
- Communicating with lecturers on any learner and timetable issues.
- Organising industry visits and guest lecturers.
- Providing support (technical and administrative) for online learning modules.
- Providing ongoing support to learners to complete the programme and to ensure learning outcomes are achieved.

1.10.12.4 *Other duties*

- Seeking testimonials from learners for future publications and advertising.
- Gathering general and formal feedback from learners throughout the programme.
- Organising and attending scheduled Programme Board Meetings.
- Organising end of term lunch event for learners.
- Post-course work with participants to overall achieve our objectives in attaining employment outcomes (75% minimum target).

1.10.13 Learning Designer

The Learning Designer reports to the Director of Academic Programmes. They will work with the Student Support Team, which includes the Learner Support Coordinator, the career support function and the library function.

Specific Functional responsibilities:

- Developing high quality online tutorials and resources for the College's suite of learner supports.
- Supporting academic staff in the design and development of programmes for blended learning delivery.
- Creating learning objects and digital media for use in the curriculum in consultation with subject matter experts.
- Advising academic staff on suitable pedagogic approaches for inclusive and dynamic blended and online delivery.
- Making recommendations to the Director of Academic Affairs and Registrar and the Director of Academic Programmes on the use of the Virtual Learning Environment (VLE).
- Researching new equipment, software and teaching techniques that will enhance the online experience for the learner.

1.10.14 On-line Learning Support Team

Reporting to the IT Manager, On-line Learning Support personnel are responsible for the provision of online support to classes broadcast live or recorded.

Specific Functional responsibilities:

- Ensuring all learners have access to the virtual learning environment.
- Scheduling of online classes in the online software application and notification to all learners.
- Ensuring all learners can access the online class when required.
- Providing troubleshooting IT support related to online classes, specifically login, audio and video issues, broadband issues that are in the control of the College, browser choice, etc. The online class support is not expected to resolve issues relating to the learner's broadband provider.
- Providing IT support to the lecturer relating to access, broadcast and recording of online classes.
- Liaising between the lecturer and learner to ensure questions and comments in the learner chatbox are addressed and discussed.
- Ensuring the class is recorded and archived on the VLE for future access.
- Ensuring audio and video equipment is in good working order at all times.
- Ensuring online Attendance is accessible for the lecturer.
- Feeding back any concerns, suggestions or otherwise to the lecturer if appropriate.