Quality Assurance System

Section 2 - Governance

SECTION 2 - GOVERNANCE AND DECISION MAKING

2.1 QUALITY ASSURANCE STRUCTURE

CCT's QA structure has been designed to ensure quality in the educational service provided to all learners, including mechanisms to encourage continuous improvement in the management of quality. The Quality Assurance structure (Figure 1) underpins the college's approach to realise its commitment to quality. All staff members are key players in the development and implementation of quality assurance. Collective responsibility is achieved through this structure.

Students are represented on various committees and are a vital part of the quality assurance process of the College. CCT recognises that the participation of students is a fundamental aspect of the quality assurance process and therefore promotes student engagement throughout the institution, from both undergraduate and postgraduate students. The College values the student perspective as a means of facilitating the enhancement of the student experience and improving the quality of what we do.

Through a cycle of planning, implementation and review, a process of continuous quality improvement is established across the institution. This process is interactive and collective, based upon a core structure of active committees and stakeholders (both internal and external) carrying out the procedures outlined by this manual.

Accurate, effective and timely communication among all stakeholders of the college has been, and remains, central to the effective operation of CCT. At the heart of this, are effective QA and organisational structures.

Figure 1 - CCT QA Structure

Key:

Administrative

Academic
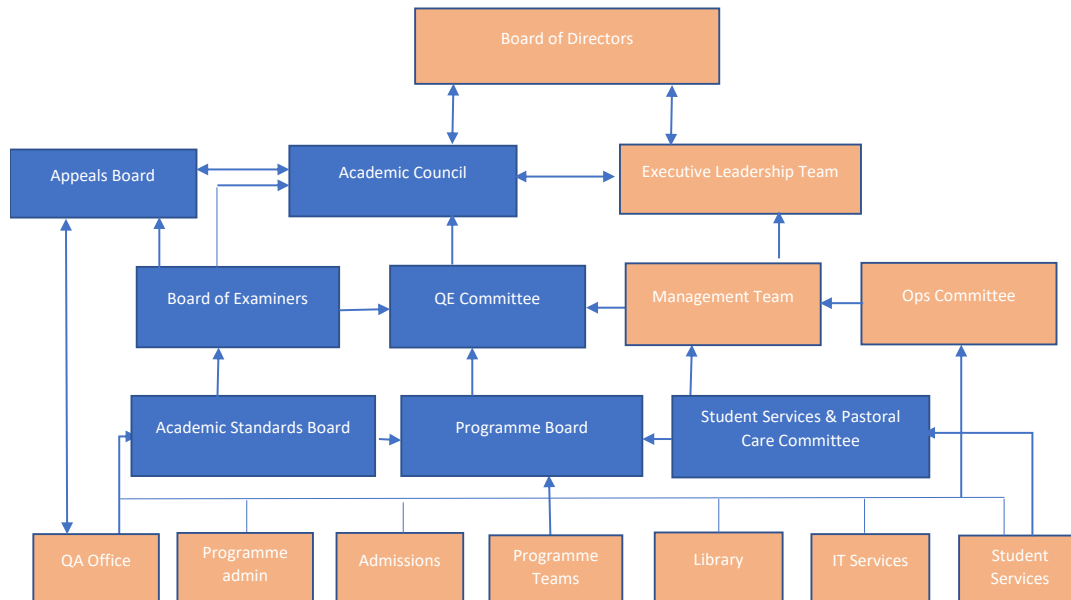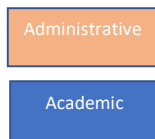
Sub Committees

New sub-committees will be created, as required. However, it is CCT policy to empanel only the minimum number of committees consistent with effective and efficient operation of the college.

The following subsections present the role and responsibilities of each committee within CCT's QA structure.

2.1.1 **Board of Directors**

CCT's legal entity is that of a registered company limited by guarantee in Ireland (company registration number 390136). The Board of Directors govern the operation of the company as a commercial, for-profit organisation. The two company Directors of CCT are the College Director (also Company Secretary), and the Dean for Administration and Finance.

The Board of Directors consist of the following members:

- College President
- Dean for Admin and Finance

The main roles and responsibilities of the Board of Directors are as follows:
- to govern the college and company based on strategic goals and objectives agreed through the committees of the CCT QA structure
- to ensure the financial viability of the college from year to year
- to act in the most ethical interests of the college stakeholders, particularly with protection of enrolled learners policy
- submitting final accounts for financial and performance audit on an annual basis
- approving annual financial budgets and setting salary levels on an annual basis
- appointing staff
- accounting to college stakeholders for annual performance
- maintaining corporate and legal responsibility of the college

The Board of Directors meets three times per year.

2.1.2 **Academic Council**

The College's Academic Council, a committee of the Board of Directors, oversees the managing, coordination, developing, and oversight of the educational work of CCT. The Academic Council serves to protect, maintain, and develop the academic standards of the programmes and the activities of the College. Membership of the Council comprises academic, administrative and support personnel of the College, including faculty representatives, and student representatives for both undergraduate and postgraduate programmes.

Members of the Academic Council are appointed by the Board of Directors. Membership of Academic Council is a mix of officio members as well as faculty representatives and student representatives, both of which are nominated by peers, hold office for a maximum period of three years, and are eligible for reappointment.

The Academic Council comprises of the following members:
- Chair (external member with high level higher education expertise)
- Dean of Academic Affairs (Secretary)
- Dean of School
- School Manager
- Quality Assurance Officer
- Head of Student Services
- Head of Library Services
- Two Faculty representatives (one from each faculty)
- Two Faculty Coordinators (one from each faculty)
- A minimum of two and maximum of four student representatives, ideally representing undergraduate and postgraduate, full and part time students across the disciplines of business and IT.

The College President reserves the right to attend Academic Council meetings but does not hold voting rights.

Faculty and Student Representatives are appointed following a peer nomination and selection process. Where no nominees are secured, the matter is returned to Council for an alternative approach to be agreed.

The terms of reference of the Academic Council are:

a) To review and approve or reject proposals for programme development or academic activities

b) To consider strategic development proposals in the context of the potential impact on existing provision, learners, staffing and resources and make appropriate recommendations in respect of same with a view to maintaining and protecting the academic reputation of the College and its integrity as a provider of academic programmes;

c) To approve and oversee design, development, and implementation of programmes of study in accordance with the budgets approved by the Board of Directors.

d) To make recommendations to the Executive Leadership Team and Board of Directors for the establishment of appropriate structures to deliver programmes of study, and any academic development.

e) To facilitate decisions on the selection, admission, retention, and exclusion of students.

f) To be responsible, for making academic regulations for the college, and to agree and maintain regulations on assessment of learners and academic conduct, subject to the requirements of QQI or any other educational authority with which the College has agreements.

g) To manage relevant sub-committees related to academic redress, such as the Academic Standards Board (ASB), and Appeals Board.

h) To assign such responsibilities to the QE Committee as deemed appropriate and oversee the actions of the Committee accordingly.

i) To receive recommendations from the QE Committee in relation to annual monitoring and quality improvement planning and accept, reject or amend and approve recommendations as appropriate.

j) To oversee the assessment of learners and decisions relating to progression and recommendation for award as determined by Boards of Examiners to whom authority is delegated.

k) To manage and coordinate various sub-committees established by the Academic Council to carry out its work. The Academic Council can establish such and so many committees, as it sees fit to assist in the performance of its functions. The acts of all sub-committees and other academic committees at CCT shall be subject to confirmation by the Academic Council, unless the Academic Council with the approval of the Board of Directors dispenses with the necessity for such confirmation.

l) To formally assess and approve all validation, programme review, revalidation, and institutional review processes and documentation.

m) To contribute to the quality of all programmes of study and the institution itself.

i) To monitor the implementation of continuous improvement activities and contribute to the future operations and strategic development of the College.

j) To oversee the process of approval of public information, as delegated to the Dean of Academic Affairs in conjunction with relevant departmental heads.

Decisions of Academic Council are made, where possible, by consensus. Where consensus is not possible matters are put to a vote and the decision is by simple majority. In the case of a tied vote, the Chair has an extra or casting vote.

The Academic Council meets at least three times per academic year. In order to be deemed quorate over 50% of the membership must be present in addition to the Chair.

2.1.3 **Executive Leadership Team**

The Executive Leadership Team comprises of the College President and the Deans. This team brings together senior academic, quality, and administrative expertise to provide strategic leadership and decision-making for the College. The Executive Leadership Team is supported by the wider management team.

The Executive Leadership Team is responsible for:

a) Recommending strategic plans to the Board for approval and development.

b) Ensuring adequate resources are available for the ongoing provision of quality and continuous improvement in all aspects of the College and recommending the acquisition of additional resources to the Board of Directors.

c) Monitoring progress against strategic goals and undertake annual reporting on same.

d) Overseeing the day to day management of the College.

e) Determining decisions in relation to strategic growth, investment, human resources and facilities

f) Ensuring the College operates in accordance with all legal and statutory obligations

The Executive Leadership Team meets every 2 months, alternate months to the management team, to review the progress towards attainment of the Strategic Objectives.

2.1.4 **Management Team**

This team is responsible for the day to day running of the College, implementation of the Strategic Plan and serves to complement the work of the Academic Council and QE Committee.

The Management Team comprises of the Executive Leadership Team, along with the Managers of CCT departments and functions and those in leadership roles. This team is responsible for the day to day running of the College, operationalising the Strategic Plan, works under the direction of the Executive Leadership Team and serves to complement the work of the Academic Council and QE Committee.

The Management Team comprises of the following members:
- College President (Chair)
- Dean of Academic Affairs
- Dean of School
- Dean for Admin and Finance
- School Manager
- Head of Admissions
- Head of Student Services
- Head of Marketing
- Head of Enhancement
- Librarian
- Student Success Lead
- Programme Development Lead

The terms of reference of the Management Team are:

a) To operationalise and report on implementation of strategic plans and attainment of strategic objectives

b) To ensure effective operational management of the college, based on strategic goals and objectives and decisions of the Executive Leadership Team and Board of Directors.

c) To make recommendations to Academic Council or the Executive Leadership Team

d) Discuss and make decisions or recommendations on College management, communications and operations, as required by the Executive Leadership Team.

e) To encourage staff and stakeholders to contribute positively to the growth of the College.

f) To ensure a College wide approach to operations through effective communication and dissemination

g) Providing the Executive Leadership Team with progress reports on individual areas of leadership or management responsibility

The Management Team meets a minimum of three times per year.

2.1.5 **Appeals Board**

The Appeals Board is a sub-committee of Academic Council which is convened by the Dean of Academic Affairs in the event of an application for appeal against an academic judgement being deemed to have grounds for appeal.

Membership
- Chair: Chair of Academic Council
- Two members of Academic Council, one of which must be an academic staff representative or School Manager
- An external examiner or academic from outside the College.

The Appeals Board is considered quorate when the Chair and two others are present.

Responsibilities
The role of the Appeals Board is to consider the case put forward, including the findings of any investigatory process and to determine whether the appeal should be accepted or rejected. The finding of the Board is determined by majority vote. In the case of a tied decision, the Chair has the casting vote.

The Appeals Board may seek (through the Chair) such information or advice as it considers necessary and, in such manner, as it considers appropriate.
Where an appeal is accepted the Appeals Board is required to determine the appropriate actions to be taken.

The QA Officer will be notified of the decision of the Board and will arrange for reporting to the Academic Council and for completion of recommended actions, which are also reported to Academic Council.

2.16 **Quality Enhancement Committee**

The QE Committee is a committee of, and accountable to, Academic Council. The aims of the Committee are:
- to work with the staff, management and other committees in CCT to implement a total quality culture throughout the College
- to promote excellence in teaching, learning, research, and the student experience
- support Academic Council in developing systems, policies and procedures to quality assure and improve CCT services and programmes based on the outcomes of robust evaluation processes and analysis of quality indicators or impact assessments.

Membership
- Head of Enhancement, or nominee (Chair)
- QA Officer (Secretary)
- Head of Student Services
- School Manager
- Librarian
- Head of Marketing

- 1 Academic representative

The Dean of Academic Affairs reserves the right to attend meetings of the QEC.

Quorum

The quorum for the meeting shall be a minimum of 4, including the Chair.

Terms of Reference

The Terms of Reference of the Committee are to:

a) foster a quality culture throughout the College, supporting excellence in teaching and learning and supporting research, innovation, scholarship and professional development.

b) facilitate the sharing of good practice in academic activities and student services

c) facilitate staff and student engagement in quality assurance and enhancement activities

d) to oversee the annual review of the CCT QA system and make recommendations for the approval by Academic Council of QA policies, or changes to same, arising from monitoring and review activity or resulting from legislative of sectoral change

e) to receive nominations for external examiner appointments and make a recommendation to Academic Council.

f) to monitor programme development and review activity and report to Academic Council accordingly.

g) review and analyse the outcomes of quality processes and recommend to Academic Council actions, projects or developments to facilitate continued attainment of standards or to enhance standards, services or practice. As such, the Committee shall receive the following annual reports:

- Programme reports
- External Examiner Reports
- Admissions audit report
- Student satisfaction survey results
- ASB report
- Exam Board audit and monitoring report
- Student Services report
- Library Report
- Report from Centre for Teaching and Learning

h) To advise on matters relating to quality enhancement that the Academic Council may refer to the Quality Enhancement Committee.

i) To formulate, oversee implementation and monitor a quality enhancement plan for the College, aligned to the strategic plan, and report on this to Academic Council

2.1.7 **Academic Standards Board**

The Academic Standards Board is the sub-committee of Academic Council established to deal with allegations of academic misconduct.

Membership

Members of the board can only consist of staff members not previously involved in the case

- Chair: Dean of School
- A lecturer,
- the QA Officer

Nominees may be appointed by agreement of the Chair or Dean of Academic Affairs.

The staff member alleging misconduct cannot not be a member of the ASB.

Responsibilities
The role of the ASB is to consider cases of alleged academic misconduct referred to it, including the outcome of any investigatory process.

The Board can reach one of three outcomes:
- No case to answer
- Case proven / admitted
- Inconclusive

Where the ASB determines there is no case to answer, it must conclude the process at this point and communicate the requirement for all records of the allegation to be destroyed.

Where ASB determines a case is proven or admitted, it must apply penalties in accordance with the misconduct policy approved by Academic Council.

Where ASB determines the outcome as inconclusive, no penalty can be awarded, and no specific record of the allegation can be retained on the learner record. In such cases the learner must be reminded of their obligations in respect of academic conduct.

The Chair of the ASB presents an annual report to the Academic Council, via the QE Committee summarising the number of cases considered, proven and inconclusive, the nature of the offences and the penalties applied.

Appeals against decisions of the ASB are heard by the Appeals Board.

2.18 **Programme Board**

Programme Boards, not to be confused with Programme Team Meetings, are the formal body responsible for the ongoing monitoring and development of a programme or suite of programmes.

Programme Leaders or the School Manager are responsible for chairing Programme Boards for each academic year. The Programme Board has the overriding responsibility for developing, continuously improving, and managing the effective delivery of programmes under CCT policy, within their respective Faculty. Programme Boards are also responsible for the conception, and initial planning of programme design and development, along with establishment of more specific Programme Development Teams (sub-committees) for full design and development of new programmes.

Programme Boards are typically comprised of the following:

- School Manager or Programme Leader (Chair)
- Faculty Coordinator
- Quality Assurance Officer,

- Student representative
- All teaching staff related to the programme.
- Any employer representatives associated with the programme
- Admissions representative,
- Library and Information Services representative

The terms of reference of the Programme Board are:

a) To monitor and manage the programme on an ongoing basis, in accordance with programme validation.

b) To ensure that the programme is kept up to date and relevant, and that the curriculum content and assessment is suitable for the learning outcomes.

c) To ensure that recommendations of external examiners, where possible, are actioned.

d) To address issues that may arise from time to time with student performance in individual modules or with the programme as a whole.

e) To implement action plans from annual monitoring reports and monitor impact of same.

f) To undertake development of new programmes, under the guidance of the Dean of School and Programme Development Lead, once approval has been received, and assist in the programme validation process.

g) To contribute to a self-evaluation report for the periodic evaluation of the programmes.

h) To monitor, evaluate and manage assessment practice, including ongoing coordinated planning of assessment, and regular assessment feedback to learners.

i) To identify and share good teaching, learning, and assessment practice between members of staff.

j) To review and act upon feedback from students as appropriate, and report to the QE Committee and Academic Council.

k) To monitor student attendance rates, student retention, progression and success rates, and make recommendations to the Academic Council based on these.

Programme Boards meet once per semester, and once after academic year end.

2.1.9 **Board of Examiners**

The meeting of Internal and External Examiners, normally held after examination periods, is referred to as the meeting of the Board of Examiners.

Boards of Examiners comprise of:

- Chair
- Secretary (faculty coordinator)
- Programme Leader
- School Manager
- Academic faculty for all modules under consideration
- External Examiners for each programme under consideration

Only those academic staff who participated in the assessment of learners for a given award (or stage leading to an award) together with the Chair, and such External Examiners appointed by CCT and notified to QQI, will participate in making recommendations in relation to award or stage progression.

The proceedings and deliberations of the Board of Examiners are strictly confidential.
The date of meeting of Board of Examiners shall be agreed annually by the External Examiner(s), Dean of Academic Affairs, Dean of School, and the School Manager.

The power of the Board of Examiners shall include the consideration and determination of recommendations in relation to the results of all semesters not previously considered by such Board.

Fuller information on the conduct and authority of Boards of Examiners is included in the Board of Examiners Policy in section 5 of the QA Manual.

2.1.10 **Student Services and Pastoral Care Committee**

The Student Services and Pastoral Care Committee provide a dedicated forum where class representatives and CCT staff meet to monitor the effectiveness of student supports and identify opportunities for the College to further enhance its services and pastoral care of students.

The Student Services and Pastoral Care Committee comprises of the following members:

- Head of Student Services (Chair)
- Head of Admissions
- Quality Assurance Officer
- Class representatives

The terms of reference of the Student Services and Pastoral Care Committee are:

a) To review and discuss formal and informal student feedback and make recommendations to other committees within the CCT QA structure where necessary.

b) To examine and review student body opinion on the general student welfare and support services, particularly those non-academic services provided by CCT.

c) To review on an ongoing basis, the effectiveness of all mechanisms of student consultation and communications including the operation of all mechanisms through which students can evaluate CCT programme and services.

d) To report, annually, to the Academic Council.

e) To monitor whether CCT continues to meet standards and guidelines set by the QQI Code of Practice for Provision of Programmes of Education and Training for International Students in the context of the International Education Mark (IEM).

The Student Services Committee meets a minimum of three times per year.

The Student Services and Pastoral Care Committee (SS&PC), establishes a Student Class Representative system in each class at the beginning of each academic year. Each programme group nominates and elects one class representative. The Student Services and Pastoral Care Committee requests the attendance of two class representatives (normally ultimate or penultimate year students for undergraduate programmes) at Committee meetings. However, the Student Services and Pastoral Care Committee also establishes the Student Class Representatives sub-committee where all class representatives attend two meetings per year with the three staff members of the SS&PC Committee, to discuss in more detail how CCT can improve student services and pastoral care of students.

2.1.11 Operations Committee

The Operations Committee brings together all full-time staff within CCT, once every two months to provide regular updates on College operations and developments and to secure the input of frontline staff in decision-making, to ensure that goals and objectives set by the Academic Council and Executive Leadership Team, are being met. This committee seeks to ensure that day-to-day operations remain efficient, and smoothly delivered. This committee is the only one where all full-time staff meets as a whole, and all functions within the college are represented at once, which normally facilitates greater ideas generation and innovation.
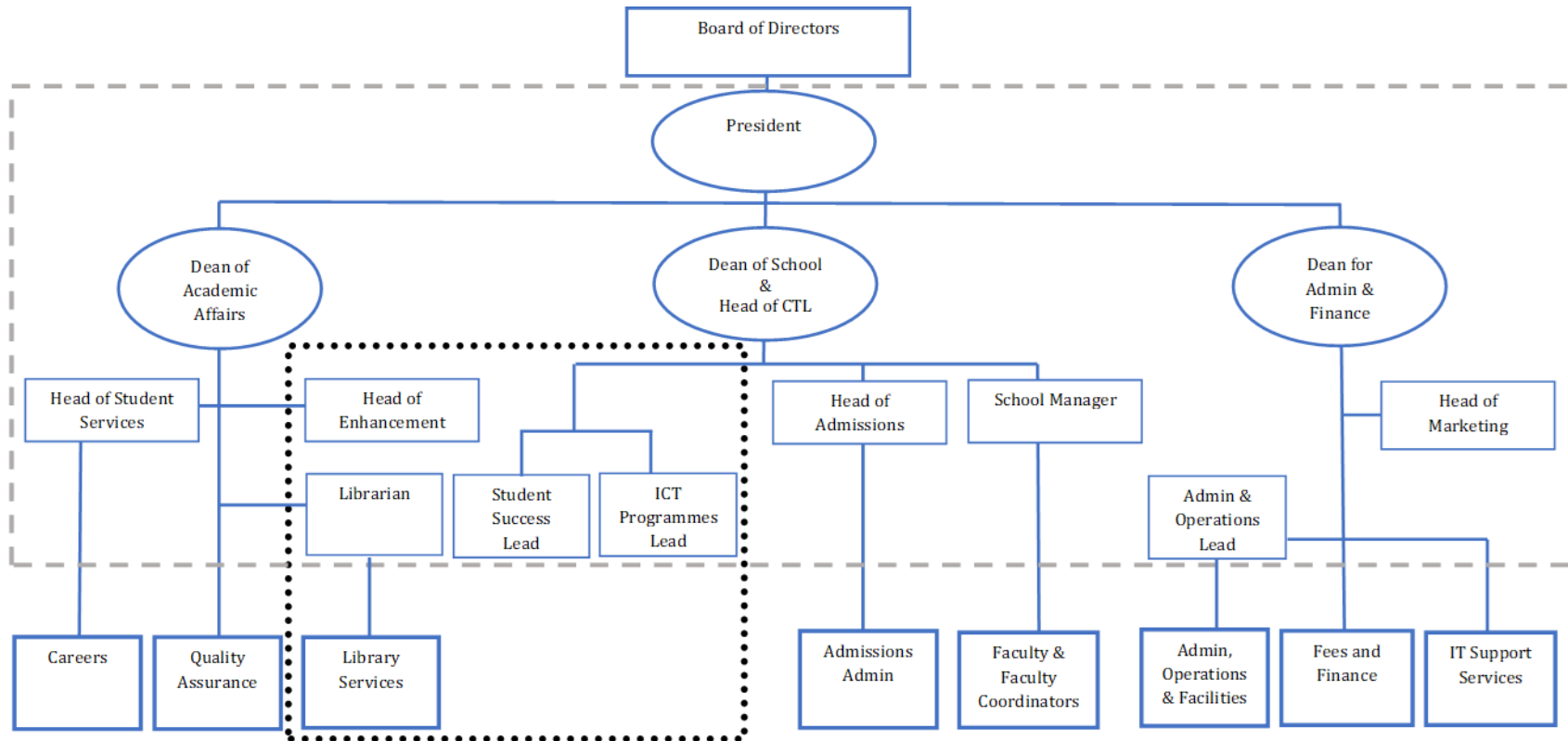
The terms of reference of the Operations Committee are:
a) To provide a forum where all functions of the institution are represented at once.

b) To monitor and provide updates on daily, weekly, monthly operations of CCT departments and functions.

c) To update staff on action plans, strategic goals, objectives, and general tasks set by other committees.

d) To agree marketing, and communications development within CCT.

e) To provide a forum for sharing new ideas to facilitate overall quality improvement of the College.

f) To make recommendations, and reports, to the Academic Council, QE Committee, and Management Team.

Figure 3 – Indicative Schedule of Committee Meetings

	Board of Directors	Academic Council	ELT	Mgmt Team	QEC	PB	EB	SS & PC	OC
Sep							X (repeat)		X
Oct			X			X		X	
Nov		X		X	X				X
Dec			X				X (Feb starts)		
Jan	X			X			X		X
Feb			X		X			X	
Mar		X				X			X
April	X		X						
May				X	X			X	X
June		X	X				X		
July	X								X
Aug		X	X		X	X			

CCT Organisation Chart

Board of Directors

President

Dean of Academic Affairs

Dean of School & Head of CTL

Dean for Admin & Finance

Head of Student Services

Head of Enhancement

Head of Admissions

School Manager

Head of Marketing

Librarian

Student Success Lead

ICT Programmes Lead

Admin & Operations Lead

Careers

Quality Assurance

Library Services

Admissions Admin

Faculty & Faculty Coordinators

Admin, Operations & Facilities

Fees and Finance

IT Support Services

Key:

⬭ Executive Leadership Team

- - - Management Team

...... Centre for Teaching & Learning

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2.2 Roles and Responsibilities

College President

The College President is the principal officer of the college. The key role of this position is to control and direct the activities of the college and staff and be responsible for the efficient and proper daily management of the college. This is a Managing Director role and it is ultimately accountable and responsible for all departments and affairs institution-wide.

Dean for Administration & Finance

This role holds responsibility for the daily operation, effectiveness and continuous improvement of the admissions and marketing administration, the accounting and finance function of the College and the general administration of the College. The role also holds responsibility for the daily operation and running of the College in the President's absence. The Dean for Administration and Finance is a member of the Executive Leadership Team and the Management Team.

Dean of Academic Affairs

The Dean of Academic Affairs is responsible for the academic standards, academic direction, quality assurance management, and educational development of the College. The management of student services and library services also come under this remit. The Dean of Academic Affairs, under the Academic Council, oversees validation and accreditation initiatives and works with other senior staff in managing QA / institutional / programmatic reviews. The person occupying this role serves as a key contact between the College and accrediting and regulatory bodies as well as other providers and external academic networks, groups and organisations.

The Dean of Academic Affairs works in close cooperation with the Dean of School and is a member of the Executive Leadership Team and Management Team.

Dean of School

The Dean of School is responsible for research, teaching, learning and assessment within CCT College, and the promotion of the College research profile. The Dean of School leads the enhancement of academic practice and the development of this within the College in accordance with international standards, and within the policies and procedures approved by the CCT College Academic Council. The Dean maintains a teaching allocation as part of this academic leadership post. This post manages the two faculties within the institution, through the School Manager who reports to this position. The Dean of School is a member of the Executive Leadership Team and Management Team.

School Manager

The School Manager provides operational leadership to faculty and a team lead to both Faculty Coordinators in working to ensure effective management and coordination of all programmes within CCT. The School Manager supports the Dean of School and Dean of Academic Affairs in implementing strategic objectives, administration and implementation of academic policy and procedure, and working towards continuous improvement of the College. The School Manager is a pivotal role, acting as a key point of conduct for faculty, administration, students and members of the management team. The School Manager functions broadly comprise of the following main responsibilities:

- Overall operations management of all academic programmes at CCT College Dublin, and ensuring the smooth and efficient running of programmes
- Lead the implementation, and support the monitoring and review, of CCT QA policies and procedures across all programmes in both faculties
- Significantly contribute to overall programmatic, strategic, and academic development of higher education programmes at CCT
- Contribute to the overall strategic growth and development of the college
- Act as a liaison point for the Faculty Coordinators, for provision of academic student support services
- Provide leadership and support to Faculty Coordinators in respect of continuous improvement of administrative operations
- Coordinate faculty staff and ensure they are meeting requirements of their own roles, responsibilities, and project deadlines

Head of Admissions

This role is responsible for the management and control of student recruitment and admittance of all full time and part time students to CCT College, in accordance with the programme entry requirements as confirmed in communication with the Dean of School. This role is carried out in close and continual consultation with the lead academic personnel in the College and is responsible for ensuring compliance with the programme entry requirements as validated, and other applicable legislative requirements. The Head of Admissions presents an Admissions and Marketing Strategy in January of each year and strives to ensure that marketing targets are met. The Marketing Strategy of the College comprises national and international marketing. This role also involves promotion and awareness of the College nationally and internationally and takes responsibility for ensuring information to learners complies with statutory requirements.

Head of Student Services

The Head of Student Services is responsible for the experience of students at CCT College, mainly through activities and events. The Head of Student Services reports to the Dean of Academic Affairs and is a member of the Management Team of CCT College. As a relatively small-sized College, the Head of Student Services is expected to make contributions to all areas of the management of the institution. Striving to ensure the effective pastoral care of enrolled learners, within a positive learning experience and environment at CCT College, is core to this role.

Some of the annual events which the Head of Student Services manages and coordinates with the QA Officer include: Orientation and Induction sessions, Graduation Ceremony, supervising Peer Mentoring, as well as the design, development, and coordinating of extracurricular activities and events for the student body.

Head of Enhancement

The Head of Enhancement is a member of the Management Team reporting to the Dean of Academic Affairs and is responsible for quality improvement specifically related to enhancing teaching and learning, strengthening employer – education partnerships, and building capacity in research, development and scholarship in CCT. As an Associate of the CCT Centre for Teaching and Learning, the Head of Enhancement works with the Dean of School to promote scholarship in pedagogic practice and the development of academic faculty for the delivery of programmes up to level 9 on the NFQ.

Head of Marketing

The Head of Marketing reports to the Dean for Administration and Finance and works closely with the College President in a business development capacity. The Head of Marketing is responsible for building the CCT College brand and raising awareness of the programme offerings and academic activities of the College, its staff and students.

Librarian

The Librarian is a leadership position with responsibility for managing the physical and virtual collection of CCT College Dublin and the design, implementation and monitoring of library services to students and faculty. The librarian is a member of the management team and is an associate of the Centre for Teaching and learning.

ICT Programmes Development

The ICT Programmes Lead is a member of teaching faculty with leadership responsibility for ICT programmes within the School. The role is tasked with managing and coordinating the design and development of all ICT programmes within CCT, particularly those requiring external accreditation for inclusion on the Irish National Framework of Qualifications. The Programmes Lead supports the Dean of School in mentoring academic faculty and ensuring continued programme cohesion and compliance with validation requirements. Responsibilities include:

- Working closely, collaboratively, and collegially with senior colleagues within CCT, in terms of programme development, curriculum cohesion, programme enhancement and programmatic reviews
- Agreeing validation / revalidation timelines of ICT programmes with the Dean of Academic Affairs and ensure adherence to same
- Contributing to the professional development of academic staff in respect of programme validation requirements
- Playing a leadership role in the implementation of planned programmatic, strategic, and academic development of higher education ICT programmes at CCT
- Liaising with key stakeholders, such as the employer engagement forum, for the purpose of informing programme development and enhancement.
- Supporting the Dean of School, through the provision of discipline expertise, to ensure continued fairness and consistency in assessment practice, with a particular focus on award stage and capstone assessments.
- Supporting the Dean of School and Dean of Admin in significantly contributing to the coordinated and collaborative planning of software platforms, tools, and tech to enable teaching, learning and assessment, within a pedagogy first approach.

Student Success Lead

The Student Success Lead is a member of teaching faculty with leadership responsibility for student success. The post holder plays a leadership role, as an associate of the Centre for Teaching and Learning to promote access, progression and attainment within CCT. Responsibilities include:
- Making a significant contribution to the CCT Student Success Strategy and its implementation;

- Representing CCT on sectoral bodies and working groups in relation to student success;
- Supporting the Dean of School in proactively developing the student mentoring academy;
- Significantly contributing to CCT's student success by developing and implementing strategies to advance learning, engagement and completion of programmes at CCT.
- Evaluating the impact and effectiveness of strategies to promote student success;
- Promoting best practice in teaching and assessment to enhance student engagement through the development of faculty; which is recognized by students as inspiring and responsive to their needs

Admin and Operations Lead

The Admin and Operations Lead works under the direction of the Dean for Administration and Finance to provide operational leadership relating to programme coordination and student services, for part time and government funded initiatives, in addition to coordinating and overseeing resources and facilities management matters.

Programme Leader Profile at CCT

In CCT College a programme leader has responsibility for the management, delivery and academic integrity of the programme they lead. This includes but is not limited to ensuring fitness for purpose of all aspects of programme design, development, delivery and assessment, the quality of programme content and the learning experience.

A programme leader is required to be cognisant of QA policies and procedures and the parameters of the validation for the programme they lead.

Responsibilities include:
- Working with Management in respect of recruitment and selection of faculty and the management and professional development of the programme team.
- Ensuring relevant, accurate and up to date information about the programme is made available for marketing purposes
- Ensuring an effective, relevant and fit-for-purpose induction programme is in place and provided for each intake.
- Providing support and guidance to the programme team as may be required, in conjunction with other senior academic personnel
- Provide academic and pastoral guidance to students and ensure appropriate interventions where causes for concern are identified.
- Lead programme meetings, including the Programme Board
- Management and oversight of the assessment process and ensuring all requirements are met within the specified timeframes
- Liaising with external examiners and providing a formal response to reports
- Ensuring adherence to internal and external QA and monitoring requirements and maintaining currency with developments in the field of study and the potential implications for the programme.
- Raising the profile of the programme through research, publications/presentations and networking

- Leading the review, evaluation and short, medium and long-term planning of the programme, including reporting to the Academic Council
- Liaising with the Academic Council and the Management Team in respect of programme planning, monitoring and enhancement.

Lecturer Profile at CCT
- To lecture on CCT College programmes within a weekly schedule and fixed period each semester, agreed with the School Manager
- To keep updated with the general course syllabi at CCT College
- To be aware of each semester and academic year schedule, including Assessment and Programme and Exam Board dates
- To administer and coordinate all course exams as required
- To prepare lessons efficiently in order to competently conduct a lesson.
- To prepare module assessment (of which you are a Module Leader / Lecturer) to an appropriate level of delivery and in accordance with Modular Learning outcomes
- To employ a range of appropriate resources, materials and methodologies
- To employ a range of additional resources and supplement lessons where required
- To employ a range of appropriate teaching techniques and styles (where applicable)
- To report any student academic problems to the School Manager, or any Management Team member
- To report any student welfare problems to the Programme Leader, Head of Student
- Services, or any Management Team member
- To set and mark any assignments prepared by the students and return within the deadlines set by CCT College and any assessment schedules
- To assist in general faculty administration work where required by the college
- To attend regular staff meetings and development sessions
- To liaise with other lecturers teaching on the same programme
- To keep accurate records of all lessons and file with the college
- To keep accurate records of student attendance
- To regularly provide feedback and contribute significantly to the continuous development of the college

2.2 EVALUATING THE EFFECTIVENESS OF QUALITY ASSURANCE PROCEDURES

The policies and procedures of the College QA system are set out within this manual, including detailed steps involved in the implementation of these procedures, described in individual and specific standard operating procedures. These are drawn up by staff, proposed to the QA Committee, and ultimately signed off by the Academic Council. The Academic Council delegates responsibility to the QE Committee to review changes to Quality Assurance policy or procedures or the addition of new policies and procedures and recommend their approval by Academic Council. The QA Manual is reviewed every 5 years, with opportunity for updates occurring annually in July and August where legislative, statutory or organisational changes warrant this. A report summarising the outcomes of the review of the QA Manual is submitted to the QE Committee along with any associated policy or procedural changes resulting from this.

POLICY CONTROL SHEET

Policy Title	**Governance**
Responsible Officer(s)	Executive Leadership Team
Issuance Date	August 2018
Effective Date	August 2018
Last Review Date	July 2019
Supersedes	2018 EDITION
Next Review Date	August 2024
Designated Reviewer(s)	Dean of Academic Affairs
Scope	All staff

Revision History

Revision	Approval Date	Revision Description	Originator	Approved By
New Policy	April 2018	New policy to provide greater clarity on process and requirements as well as clarify the limitations in accordance with validation	QA Committee	Academic Council
V1.1	Sept 2019	Amended to reflect discontinuation of Advisory Board, changed membership of management team and creation of Executive Leadership Team. Retitling of QA Committee to Quality Enhancement Committee with broader terms of reference.	SMT	Academic Council
V1.2	January 2021	Updated to include the addition of Admin and Operations Lead and Amendment of Programme Development Lead to ICT Programmes Lead. Updated Org Chart added to reflect same.	ELT	Academic Council