QA 1.1 Governance and Management of Quality

Contents

1 Governance And Management of Quality

1.1 Introduction

Cenit College recognises the importance of fit-for-purpose governance structures to operate effectively as a successful education and training provider, that offers consistent, high-quality programmes to its learners. Our structures are designed to ensure that best practises in education, training and quality are embedded throughout our entire organisation. Furthermore, the college seeks to ensure that academic standards and practises along with quality drives its day-to-day operations and its strategic direction at all times.

In line with the QQI Core Statutory Quality Assurance (QA) Guidelines (2016, p5), Cenit College has a system of governance that ensures:

- There is a separation of academic and commercial decision making.
- That the '*structure enforces separation of responsibilities between those who produce/develop material and those who approve it*.'
- There is a system in place to '*oversee(s) the education and training, research and related activity*' of Cenit College to ensure its quality.

Our 2021 – 2025 Strategic Plans lays out the intention to apply for QQI initial access and ensuring validation of programmes in line with planned provision of teaching and learning opportunities.

1.2 Purpose

Cenit College has a governance structure which provides oversight of both the academic and corporate domains. This document sets out the following.

- Roles and responsibilities for individuals within our governance structure.
- The key functional areas and lines of responsibility and how they align with decision making.
- Documentation requirements for Cenit College academic and corporate governance structures.

1.3 Scope

This document applies to all corporate and academic staff. It applies to all forms of delivery including blended, online and classroom.

1.4 Cenit College Governance Overview

Cenit College is committed to ensuring a governance structure that is efficient, effective and has an over-arching responsibility for quality running through all levels of the organisation. We believe our resources have been adequately allocated to each committee and board. The **Board of Directors** is responsible for the corporate governance of Cenit College and for managing its strategic direction. It appoints the **Academic Committee** which is responsible for both the academic standards and quality assurance of all academic related activity. There is a clearly defined academic governance structure which outlines the committees and sub-committee's roles and responsibilities and what they are responsible for and to whom / which unit of governance they report. Fig 1 gives a clear diagrammatic representation of this structure.

Our academic governance embodies the principle of externality. This ensures external stakeholders such as subject matter experts and external members of the Academic Committee play an integral part of our quality systems and the continuous improvement of our educational practises.

The Board of Directors is chaired by the Managing Director and the Academic Committee is chaired by an independent expert. This ensures the separation of academic and corporate decision making and thus that the integrity of the academic process is not affected.

This governance structure is outlined in Fig 1.

Academic Governance

Management Governance

External Academic Regulations

External Corporate Regulations

Academic Committee

Board of Directors

Appeals

Disciplinary Committee

Results Approval Committee

Quality Committee

Programme Board

Senior Management Team

External Authentication

Internal Verification

New Programme Development Team

Programme monitoring, review and updates

Day to Day Organisational Operations

Functional Area's

Admissions

Learner Support

Examinations Office

Quality Assurance

Programme Management

Finance

IT

Marketing

HR

All functional teams report with the Quality Assurance Office for ongoing Quality Assurance monitoring and review

Figure 1.1 Cenit College Governance Structure

1.5   Corporate Governance

1.5.1   Board of Directors

The Board of Directors has ultimate responsibility for all the decision making in the college. It will drive the organisations strategic direction along with the overall delivery of quality to all the stakeholders.

The Board of Directors consists of the following members:

- Managing Director (Chair)
- Director of Human Resources, Organisational Development and Strategy
- Director of IT, Systems and Compliance (Note taking)
- Director of Sales and Marketing
- Financial Controller
- External Director

Cenit College's Board of Directors holds its meetings on a quarterly basis with all members being required to attend. They are responsible for overseeing the management and operational development of the organisation. Additionally, they are responsible for identifying the mission, values and strategic development of the organisation.

Responsibilities of the Board of Directors include:

Vison, Mission, and Strategy

- Development of Cenit Colleges vision and mission
- Identify and support the implementation of the organisation's ethos, values, culture and ethics.
- Development, approval, monitoring, and implementation of the organisations short and long-term strategic goals/plans

Risk Management

- Identification of the risks that can threaten the organisation.
- Monitoring the risk management system and internal controls
- Review and update the risk register.

Human Resources, and organisational development

- Staff planning, recruitment, and selection
- Staff Induction
- Staff Training and Development
- Capacity Building and Development of the Organisation
- Health and Safety regulations

Finance

- The ultimate financial decision-making rests with the Board of Directors.
- Ensures the provision of the financial resources to run the organisation in an effective, efficient, and quality manner to enable it to provide high quality education and training services across the organisation in classroom, blended and online provision.
- Financial planning & forecasting – budget allocation to appropriate levels in the organisation.
- Approval of financial reports

Sales and Marketing

- Leading and directing the Sales and Marketing Management
- Business Development

IT, Information Systems and Data Management

- Review and planning of IT Infrastructure, Support and Technology operations.
- Review of the data management operations within the organisation and oversight on the implementation
- Compliance of all legal obligations regarding data management

Quality

- Monitoring corporate quality and considering opportunities for process improvement
- Reviewing internal and external feedback on corporate policies and making recommendations for changes to those policies and procedures

The Board of Directors will also deal with any other business, which is not already the responsibility of the Academic Committee or its sub-committees, as the need arises.

1.5.2 Senior Management Team

The Senior Management Team is responsible for implementing the organisations strategic plan along with overall responsibility for administration and operational activity within Cenit College.

The members of the Senior Management Team are as follows:

- Managing Director
- Director of Director of Human Resources, Organisational Development and Strategy
- Director of IT, Systems and Compliance
- Director of Sales and Marketing
- Financial Controller
- Operations managers
- Quality Manager
- Training Manager
- Other individuals as required.

Cenit College's Senior Management Team holds meetings on a monthly basis or more frequently should the need arise. The quorum for the meeting is five with the Managing Director, Director of Human Resources, Organisational Development and Strategy and the Director of IT, Systems and Compliance, Director of Sales and Marketing and Financial Controller being required to attend.

Responsibilities of the management team are as follows:

- Drive the implementation of the organisation's strategic plans and objectives.
- Manage the administration and organisational activities of Cenit College on a day-to-day basis.
- Manage the financial and human resources of Cenit College on a day-to-day basis.
- Consider feedback from staff, managers and external stakeholders and consider solutions as required.
- Manage resource issues escalated up the organisational structure.
- Monitor KPI's and income and expenditure of all activities.

- Prepare reports and information for consideration, advise and decision by the Board of Directors and the Academic Committee.
- Consider new and emerging trends within the education and training sector.
- Consider new business opportunities.

1.6 Academic Governance

1.6.1 Academic Committee

1.6.1.1 Scope

The Academic Committee is responsible for the oversight of education and training related activities within Cenit College, including classroom, online and blended learning activities. The establishment of an Academic Committee ensures that there is separation between corporate and academic decision making.

1.6.1.2 Committee Members

The Academic Committee will be selected on the basis of expertise under the terms and conditions as set out in the QQI Statutory Quality Assurance Guidelines (2016) in compliance with the Qualifications and Quality Assurance (Education and Training) Act 2012. It consists of the following members:

- **Chairperson** – a person who is external to the business and who during their tenure will have no other interest or function with Cenit College. This person must be an academic expert who has familiarity and experience with QQI requirements. They should have a qualification of level 8 or higher on the National Framework of Qualifications and at least 10 years' experience in the field of tertiary education or relevant industry experience.
- **2nd Independent Professional** with similar qualifications and experience to the chairperson but does not have to be an academic. This second independent person can be from industry. During their tenure will have no other interest or function with Cenit College. They will act as deputy chair.
- **Quality Assurance (QA) Manager** of Cenit College who is an expert in the quality assurance process both within Cenit College and of the relevant and related QQI quality assurance process.
- **Training Manager** The training manager is responsible for overseeing the education and training operational activities of the organisation. The training manager also oversees the examinations office.
- **Tutor representative** – two in total.
- **Learner representative** – two in total.
- **Managing Director** the Managing Director will attend by invitation only, as the committee sees appropriate to issue such invitation.
- **Academic Committee Secretary** This secretary takes notes and can also be one of the other members of the committee.

The committee can request the attendance of any other person to attend the meetings to assist with the matters arising for discussion in that meeting.

1.6.1.3 Terms of Office

- Members of the committee will serve terms of three years. Officers can be re-elected after this period for one further term.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).

- The Academic Committee will meet at least twice per year. Should circumstances require, there can be additional meetings convened (for example, new programme approval).
- The secretary will prepare an agenda which will be distributed at least 10 days in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- The quorum for the meetings will be 5 with at least one independent person.
- From time to time, it may be deemed necessary for sub-committee members to attend these meetings for specific agenda items.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members via email.

1.6.1.4   Terms of Reference

The Committee provides independent oversight for Cenit College affairs in the following areas:

Academic Oversight

- Advising Board of Directors:
    - On strategic academic planning proposals and the resources needed to support these plans.
    - Preparation of an annual report on academic activity for submission to the Cenit College Board of Directors.
- Overseeing Sub-committees:
    - Management of the sub-committee's activities
    - Review reports, outcomes and proposals from all the Academic Committee sub-committees and make any amendments or improvements.
    - Formation of new sub-committees as required.
- Reviews cases of academic misconduct and plagiarism where it has been escalated from a disciplinary hearing. In this respect it will make a final decision on the outcome and recommend penalties. It is expected that it would be rare to have such incidents escalated.
- Be informed of current policies and procedures and related requirements in external bodies (e.g. regulatory bodies, academic awarding bodies and other relevant bodies).

Quality Assurance and Enhancement

- Approve academic policies and procedures as required by QQI and other awarding bodies.
- Review and approve any updates or amendments to the Cenit College academic quality assurance system – as recommended by the Quality Committee.
- Review reports from any academic awarding body i.e. programme or institutional reviews etc. and take any required action.
- Advise and guide on how the external academic relationships to Cenit College can be managed.

Teaching, Learning and Assessment

- Approve the Cenit College teaching and learning strategy and monitors its implementation.
- Notes the examination results.
- Review disciplinary reports.

Programme Development and Monitoring

- Review updates from the programme review committee and feedback from the awarding bodies and make recommendations on these.
- Review and approve new programmes for development.
- Define, monitor, and review the Cenit College's programme development strategy.
- Internal programme approval and recommendations prior to programme validation/revalidation application.
- Compile an annual report to the Cenit College Board of Directors on programme development, monitoring and review carried out by the Academic Committee during the preceding year.
- Ensure the consistency of academic standards across all Cenit College programmes.
- Evaluate the annual report of programme monitoring outcomes and act on any QA or other matters arising from the report.

Student Experience

- Review relevant complaint reports.
- Review reports on Learner Supports and approve any new processes or support offering.

1.6.1.5   Meeting structure
The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.
- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Academic Leadership and the Quality of Cenit College's teaching and learning.
- Feedback from the programme review committees.
- RAP reports completed.
- Learner feedback and issues related to academic standards as they apply to learners (complaints, plagiarism etc.).
- Proposals for new programme development.
- Report and review on new QQI, other awarding bodies or education/training regulations.
- Any relevant issues from quality assurance policies.
- Any other business.
- Setting of the date for the next meeting.

All items will be reviewed individually, and appropriate actions assigned or delegated.

1.6.1.6   Sub Committees
There are a number of sub-committees that will ensure there is a separation of the day-to-day activities of Cenit College. Each sub-committee has its own function and powers. These committees consist of:

- Programme Board
- Quality Assurance Committee
- Results Approval Panel

1.6.2   Programme Board
A Programme Board is established for each programme area in Cenit College. It is a sub-committee of the Academic Committee. Currently Cenit College has the following programme boards:

- Project Management
- Leadership and Management
- Accounting
- Information Technology
- Personal and Professional Development
- Healthcare

The Programme Board is represented on the Academic committee through the Quality Manager and the Training Manager.

1.6.2.1   Scope

The Programme Board has responsibility for the continuous enhancement of current programme offerings. It reviews the programme(s), recommends and enhancements that are in line with the overall quality of the programme, the validation requirements and programme specific improvements. It will then review staff reports on how these enhancements were carried out.

In doing so, it considers the experience of the Cenit College team associated with the programme, the learners' learning process and experience.

1.6.2.2   Members

- **Training Manager** – who acts as Chairperson of the committee. Signs off on the final programme report.
- **Programme Lead** – the subject matter expert on the programme.
    - Contribute to the draft report prepared by the programme co-ordinator.
    - Prepares the final report to be sent to the Academic Committee.
- **Programm**
- **e Co-ordinator** – arranges programmes reviews with learners, tutors, assessors, and administrators in order to provide feedback that will lead to potential programme enhancements. The programme coordinator is the main point of contact for the tutor on all issues on a programme (i.e., facilities, IT, learner behaviour, etc.). Their responsibilities include:
    - Approve the suitability of the premises and facilities.
    - Provide learners with access details.
    - Gather all admission documents for approval.
    - Handle learner correspondence
    - Monitor the programme through tutor and learner feedback forms at intervals through the course instruction and at the final completion of all course requirements.
    - Monitor the tutors teaching process as relevant.
    - Manage exam day/skills day registrations.
    - Gather information for programme monitoring and report to Programme Board
    - Report to the Training Manager as relevant.
    - Prepare a draft report for discussion at the programme board meeting.
- **QA Manager** – the quality manager ensures that all programme management activities are carried out in accordance with the Cenit College quality procedures.
- **Learning Support Co-ordinator** – provides reports on learning supports.
- **Tutors** – tutors will provide input on the quality and activity from their perspective. This gives the programme management committee a deeper perspective of how each programme is managed. The number of tutors depends on the programme itself. If it is a minor award, there may be one tutor. For a major award, there two to three tutors or more if required will be required.

- **Learner Representative** - From time to time the committee may call on a learner representative from the programme, employers and a subject matter expert who may be external to the programme.

The programme lead will generally act as secretary.

1.6.2.3   Terms of Office
- Members of the committee will serve for the duration of the programme. Tutor and Learner representatives will be representative of the current programme offering.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The Programme Board will meet on a quarterly basis and review all programmes that have been completed in that period. Should circumstances require, they can meet more frequently.
- The secretary will prepare an agenda which will be distributed at least 10 days in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- The quorum for the meetings will be 5 with at least the Training Manager, Programme Lead and Quality Manager present.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members via email.

1.6.2.4   Terms of Reference
- Monitor the implementation of programmes of study as defined in the programme approval document.
- Consider the outcome of the individual programme reviews and make recommendations for future action arising from the review reports. The Learner and Tutor feedback forms are used.
- Review annually the structure, content, entry requirements, curriculum, and assessment strategies of the programme to ensure:
  - The currency of the programme content
  - Assessment methods and teaching and learning is effective, and adjustments are made as appropriate.
  - Monitor and review learner supports.
  - Monitor Learner outcomes, progression, and retention performance indicators.
  - Review outcomes of External Authentication
  - The maintenance of academic and professional standards for the respective programmes, ensuring they conform to the requirements of the respective academic programme awarding bodies.
  - Review of feedback and reports from tutors, learners, and other stakeholders (resources, supports, etc) and take the appropriate action. (Learner Feedback forms)
  - Participate in awarding body reviews.
  - Review any changes to the results.
  - Convene the results approval panel (RAP).
  - Reviews reports of any programme or assessment evaluations, develop the proposed improvements for approval of the Academic Committee.
  - Review any statistical trends in relation to the programme.
  - Conduct benchmarking.
- Report to the Academic Committee on the outcome of the programme review. (See QA5.9.7 Programme Review) via the Programme Review Report and make appropriate recommendations.

- Make recommendations to the Academic Committee for the development of new programmes.
- Where the development of a new programme is approved, the training manager will appoint a new programme development team that will consider all aspects of the validation process together with the Quality Manager. When this programme has been validated by the awarding body the management of the programme will be handed over to the Programme Board.

1.6.2.5 Meeting structure

The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.
- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Discussion on topics put forward for the meeting under the following headings:
    - Governance and Management of Quality
    - Learner experience
    - Learner numbers, absenteeism and exits.
    - Learner performance
    - Assessment feedback
    - Tutor Feedback
    - Course Monitoring feedback
    - Future development/enhancement plans
    - Any other information as deemed necessary.

1.6.3 New Programme Development Team

Once there has been a tentative agreement for the development of a new programme, the Training Manager will appoint a New Programme Development Team. This team will last for as long as the development process takes and will terminate when the programme has been developed. When the programme is scheduled to run, the responsibility for the programme lies with the Programme Board.

1.6.3.1 Team Members

The New Programme Development team will consist of Subject Matter Experts (SME), Programme Lead (can also be the SME), QA representative, Instructional Designers. SME's may be internal or external to Cenit College and are most often tutors. External SME's may include employers or employees of organisations. Policy QA10.1 Other Parties Involved in Education and Training deals with due diligence conducted on these external SME's.

A minimum of three people must attend these meetings, one of whom must be an expert in quality assurance. Members are elected by the Training Manager.

- **Programme Lead** – who acts as Chairperson of the committee and manages the new programme development process.
- **Subject Matter Experts –** Who inform, guide, and construct the programme content.
- **Instructional Designers** – who inform the instructional design of the programme.
- **QA representative** – who ensures that the programme is developed in accordance with Cenit College QA policies and standards.

Periodically there may be a need to invite other people to the Development team as appropriate.

- The New Programme Development team will serve for the duration it takes to develop the relevant new programme including validation.
- Team members will be briefed on specific policies and guidelines that affect their duties.

1.6.3.3   Terms of Reference

QQI and other awarding body validation

- Developing a programme prototype and validation pack for approval by the Academic Committee and Board of Directors.
- The programme development team will prepare the proposal for the QQI validation in the required format, to be presented to the Academic Committee for approval. Once approved by the Academic Committee, this will be included in the documentation sent to QQI for validation.

Programme Development and Design

- Overseeing programme planning and design initiatives.
- Supporting the continuous improvement of quality on the new programme development process.
- Supporting the quality of the content, assessment and support for the programme being developed.
- Ensure programmes being developed prepare students for professional or academic outcomes.
- ensuring that course content is current, accurate, relevant to course objectives, representative of the body of knowledge covered in the course, and where relevant, appropriate to the position of the course within the program of studies in which it is embedded.

Quality Assurance

- Adhering to all QA policy and procedures on programme and assessment development.
- Supporting the continuous improvement of quality on the new programme development process and providing feedback to the quality assurance manager.

1.6.3.4   Meeting structure

Project meetings will be held on a frequent basis which will provide for effective and efficient management of the programme development process. These project meetings will consist of the entire team and will:

- Review the current milestones and objectives.
- Measure actual performance against milestones.
- Note the next milestones.
- Review any outstanding issues and their current status.
- Consider new current issues and act.

Informal meetings will be held on an as need basis.

1.6.4   Quality Assurance Committee

Cenit College seeks to ensure a quality culture is embedded and present throughout all its activities and processes. Quality assurance is maintained and enhanced through the **Quality Assurance (QA)**

Committee. During the quarterly Academic Committee meetings, a formal review of the academic quality assurance takes place. Feedback on academic quality is provided through the QA Manager.

1.6.4.1   Scope

The QA committee is responsible for the day-to-day implementation of quality assurance within Cenit College. This committee will report to the Academic Committee with the Quality Assurance Manager represented on the Academic committee. The QA committee is a sub-committee of the Academic Committee.

1.6.4.2   Committee Members

The QA committee will consist of the Quality Assurance Manager, Training Managers, Programme Leads and others who the committee deems appropriate for the items for discussion. A minimum of three people must attend these meetings one of whom must be the Quality Assurance Manager.

- **Quality Assurance Manager** – who acts as Chairperson of the committee.
- **Training Manager** – reviews the entire training department and ensures the procedures are fit for all programmes on offer.
- **Examinations Officer** – responsible for an update on the assessment quality assurance process.
- **Programme Leads** – who ensure course specific documents are in line with programme requirements and report back to the committee regarding changes needed.
- **Secretary** – who records the minutes of the meetings.

Periodically there may be a need to invite other people to the Quality Committee meetings based on the agenda for that meeting.

1.6.4.3   Terms of Office

- The Quality Committee will meet quarterly.
- The quorum is a simple majority with the Quality Manager present.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The secretary will prepare an agenda which will be distributed at least one week in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- From time to time, it may be deemed necessary other members to attend these meetings for specific agenda items.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members via email.

1.6.4.4   Terms of Reference

- Oversight on the Cenit College Quality Improvement Plan.
- To develop a quality audit schedule and subsequently monitor it. There will be an annual quality audit, conducted by the QA Manager and a report of which is sent to the QA committee for review. Additionally, during the year there will be interim audits, conducted at least once per year on each operational area.
- The QA Committee review each audit, ensure issues are documented in the Cenit College quality improvement plan.
- Report any major quality issues to the Cenit College Management Team via the Management Quality Report.
- Reviews and updates the quality assurance documentation as appropriate.

- Submit any proposed changes to the quality assurance documentation for approval to the Academic Committee as appropriate. These changes will be informed by the interim and annual quality audits and stakeholder feedback.
- Ensuring that the QA manual is developed, maintained, and made available to all stakeholders. This includes notification of updates or amendments. The Quality Manual is used by the Quality Assurance committee to guide and inform their work to support the academic quality of Cenit College in its entirety.
- To receive, consider and respond as appropriate to Minutes from any committee or sub-committee where there is involvement from the QA committee.
- Guiding and supporting all Cenit College staff on relevant Quality Assurance Policies, practises and procedures and foster a culture of quality within Cenit College. Methods used to foster a quality of culture include:
    - The QA policies and procedures are produced as a result of a collaborative process between all stakeholder and all stakeholders are included in the feedback process.
    - Staff are inducted, trained, and encouraged to think in a "systems" way that has at its core values of quality and problem solving.
    - Staff are encouraged to have a sense of ownership of the quality process.
- To ensure the quality and standards of the programmes and awards are aligned to internal and external benchmarks.

1.6.4.5   Meeting structure

The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.
- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Discussion on policy topics under the following headings:
    - Governance and Management Policy
    - Programmes of Education and Training
    - Teaching and Learning
    - Staff Recruitment Management and Development
    - Teaching and Learning
    - Assessment of Learners (including oversight of the RAP report)
    - Learner Supports
    - Information and Data Management
    - Communication
    - External factors that affect Cenit College QA policies and procedures
    - Self-Evaluation, Monitoring and Review

1.6.5   Results Approval Panel

1.6.5.1   Scope

The Results Approval Panel will review the results of all assessments and will convene after the internal and external verification has taken place. This panel is convened for QQI and other awarding body programmes.

1.6.5.2   Members

- Training Manager (chair) – who oversees the asssessment process

- Programme Co-ordinator
- Examinations Officer – who will act as secretary to the committee

The chair may invite other members such as the Tutor (assessor), programme lead or external authenticator as appropriate.

1.6.5.3   Terms of Office
- The committee meetings are held after each round of internal and external moderation has taken place.
- The Training Manager and Examinations Officer must be present.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The secretary will prepare an agenda which will be distributed at least one week in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.

1.6.5.4   Terms of Reference
- Ensure that the appropriate decisions are made about learner assessment results
- Ensure that all relevant steps (internal and external verification) have been followed to ensure consistency of outcomes.
- Ensure results are fully quality assured & signed off by the relevant person, prior to submission to QQI or the appropriate awarding body. EA report to be given to Academic Committee.
- Ensure appropriate assessment records and evidence is available.
- Ensuring any irregularities are acted upon (e.g. academic malpractice).
- Provide information on results to the Appeals committee as required.
- Co-ordinating with the Quality Committe to ensure the delivery and management of the Cenit College assessment and results approval process is in line with Cenit College Policies and Procedures.
- Ensure the RAP report is sent to the Academic Committee

1.6.5.5   Meeting structure
The meeting structure is as follows:

- Agenda for the current meeting.
- Apologies from absent members
- Attendance noting
- Discussion on topics put forward for the meeting under the following headings:
  - Quantitative analysis
  - QQI and other changes that might the assessment process
  - Results approval Panel Report(s) (RAP)
  - Discussion and recommendations

1.6.6   Disciplinary Committee

1.6.6.1   Scope
The Disciplinary Committee is responsible for dealing with issues of academic malpractice or plagiarism.

1.6.6.2   Membership
Membership of the disciplinary committee is as follows:

- Training Manager who will act as chair.
- Two other members of Cenit College, who will be nominated by the Chairperson and who will be relevant to the disciplinary issue at hand.

1.6.6.3   Terms of Reference

The terms of reference of the disciplinary committee are as follows:

- Read and understand the issue being heard.
- Conduct the hearing in an unbiased and objective manner.
- Recommend a course of action having due regard to the information provided and in line with the Cenit College policies on Assessment malpractice and the learner code of conduct and disciplinary procedure.
- Report on disciplinary process and their outcomes to the Academic Committee.

1.6.6.4   Meeting structure

The meeting structure is as follows:

- Agenda for the current meeting.
- Attendance noting.
- Ensure that all in attendance have read the information provided.
- Ensure all in attendance are familiar with the Cenit College policies on academic malpractice and plagiarism.
- Discussion on the issue.
- Agreement of the actions that need to be taken.

Meetings will be held on an ad hoc basis as the need for a disciplinary hearing arises.

1.6.7   Appeals Committee

1.6.7.1   Scope

The Appeals committee deals with appeals.

1.6.7.2   Membership

Membership of the Appeals Committee is as follows:

- Cenit College Senior Manager who will act as chair.
- Two other members of Cenit College, who have not been involved in the issue being appealed and who will be nominated by the Chairperson and who will be relevant to the appeal at hand.

1.6.7.3   Terms of Reference

The terms of reference of the appeals committee are as follows:

- Consider all appeals for which there is legitimate grounds for appeal:
    - o non-admission to a programme of study via initial access, transfer, progression or RPL (Recognition of Prior Learning).
    - o outcome of a request for reasonable accommodation.
    - o outcome of a Complaints hearing.
    - o outcome of a Disciplinary hearing.
    - o outcome of an Academic Malpractice hearing.
    - o Assessments outcomes or processes.
    - o any other situation where an outcome can be appealed.

- Conduct the hearing in an unbiased and objective manner and in line with Cenit College QA policies.
- Recommend a course of action where the appeal is accepted.
- Report on appeals and their outcomes to the Academic Committee or the Managing Director as appropriate.

1.6.7.4   Meeting structure

The meeting structure is as follows:

- Agenda for the current meeting.
- Attendance noting.
- Ensure that all in attendance have read the information provided.
- Ensure all in attendance are familiar with the Cenit College policies on academic malpractice and plagiarism.
- Discussion on the issue.
- Agreement of the actions that need to be taken.

Meetings will be held on an ad hoc basis as the need for an appeal hearing arises.

1.7   Management and Administrative Staff

This section sets out the roles and responsibilities of the Management and Administrative staff. The diagram below shows their membership of the respective governance structures.

Governance Unit	Frequency	Managing Director	Director of HR, Org Dev & Strategy	Director of IT, Systems, Compliance	Director of Sales and Marketing	Financial Controller	External Member	Independent external advisor	2nd Independent external advisor	Quality Manager	Training Manager	Operations Manager	IDT Manager	Programme Leads	Learner Support Co-ordinator	Programme Co-ordinator	Examinations Officer	Tutor representative	Learner representative
Board of Directors	Quarterly	chair	x	x	x	x	x												
Academic Committee	Bi-annual							chair	x	x	x			x				changes	changes
Senior Mgt. Team	Monthly	chair	x	x	x	x	(grey)			invited	invited	invited	x						
Quality Committee	Quarterly									chair	x			changes			x		
Programme Board	Quarterly									x	chair		x	x	x	x		changes	changes
RAP Committee	3-4 times										chair			x		x	x		

■ = Invited member (green)

■ = changes (blue)

■ = chairperson (red)

1.7.1 Managing Director

The Managing Director is responsible for overseeing the activities of Cenit College and is responsible for liaising with stakeholders and driving the strategic growth and development of the organisation and has overall responsibility for the performance of the business. The Managing Director presides over the Board of Directors.

1.7.1.1 Responsibilities

- Provides strategic leadership to the organisation.
- Approves the strategic plans.
- Manages relationships with external stakeholders.
- Appoints other executive directors.
- Leads the development of corporate strategies and has oversight on their implementation.
- Represents the organisation externally.
- Overall responsibility for the strategic growth and development of Cenit College
- Provides oversight on the financial functions within Cenit College and approves financial reports.
- Managing the public tender process across all Cenit College functional areas
- Overall responsibility for the legal compliance of the organisation

1.7.2 Director of HR, Organisational Development and Strategy

The Director of HR, Organisational Development and Strategy is a member of the Board of Directors and reports to the Managing Director. This position is that of a De Facto Director. A De Facto Director is "*a person who occupies the position of director of a company but who has not been formally appointed or who is disqualified but who in effect occupies the position of, and acts as if he were, a director. Such persons, although not formally appointed, for the purposes of section 2(1) of the Companies Act, will be treated as a director of the company*". (odce.ie)

https://www.odce.ie/Portals/0/Information%20Booklets%202014%20Act/Directors.pdf).

1.7.2.1 Responsibilities

- Develops the long- and short-term strategic plans.
- Oversight of the strategy implementation plan
- Overall responsibility for the strategic growth and development of Cenit College
- Provides oversight on the HR, Organisational Development and Strategic functions within the organisation.
- Liaise with external stakeholders for HR, Organisational Development and Strategy
- Overall responsibility for the strategic growth and development of Cenit College
- Oversight on the Quality Assurance Office functions
- Responsible for Risk Management and maintains the risk register.
- Overall responsibility for organisational health and safety

1.7.3 Director of IT, Systems and Compliance

The Director of IT, Systems and Compliance is a member of the Board of Directors and reports to the Managing Director. This position is that of a De Facto Director – see definition in 1.7.2.1.

1.7.3.1 Responsibilities

- Contributes to the company strategic plans on IT, Systems and Data Management
- Provides oversight on the IT, Systems and Compliance functions within the organisation.
- Liaise with external stakeholders for IT, Systems and Compliance

- Oversight on operations management of Cenit College eLearning Projects
- Ensures all blended learning platforms are fully supported and IT resources are adequately provided on each programme.

1.7.4 Director of Sales and Marketing

The Director of Sales and Marketing is a member of the Board of Directors and reports to the Managing Director. This position is that of a De Facto Director. see definition in 1.7.2.1.

1.7.4.1 Responsibilities

- Contributes to the company strategic plans on Sales and Marketing
- Provides oversight on the Sales and Marketing functions within the organisation.
- Liaise with external stakeholders for Sales and Marketing.

1.7.5 Financial Controller

The Financial Controller is responsible for the managing the Finance function within Cenit College and reports to the Managing Director. The Financial Controller attends the monthly management meetings and the Board of Director meetings.

1.7.5.1 Responsibilities

Reports to the Managing Director

- Responsible for oversight on the finance function within Cenit College.
- Preparation of final financial accounts for filing and audit.
- Assisting the Board of Directors in the preparation of budgets and cash forecasts.
- Providing adequacy of resources for current training and education provision and monitoring income & expenditure on programmes. Analysing and report to the Board of Directors & Mgt.
- Responsible for managing the finance staff.
- Preparation of monthly and yearly management accounts.
- Monthly and annual financial reporting including highlight of any issues.
- Oversight on the payments of all tutors and suppliers.
- Oversight on Credit Control.
- Payment of any PAYE or other government levies.
- Contributes to quality audits.

1.7.6 Operations Managers

The Operations Manager is responsible for the day-to-day operations within the Cenit College respective operational area. Each division can have their own operations manager.

1.7.6.1 Responsibilities

- Invited member to the Senior Management Team for reports on their operational areas.
- Report to and work closely with the Directors on their respective operational area.
- Manage the operational area.
- Develop KPI's to measure and monitor performance within the operational area.
- Keeping up to date with advances and innovation related to the respective operational area.
- Ensuring any contractual obligations are met in the respective operations area.
- Reporting requirements
- Complaint handling and escalation

1.7.7 Training Manager

The Training Manager has oversight of all programmes in Cenit College. The role is responsible for Blended, Online and Classroom delivery.

1.7.7.1 Responsibilities

- Managing the delivery of training programmes and ensuring compliance with policies & procedures
- Responsible for the managing of resources (HR, Materials and Financial) across all training programmes, including those online.
- Preparing and delivering reports on training activity and outcomes
- Appointment of the New Programme Development team
- Initial oversight on all programme proposals
- Oversight on the assessment process - blended, online and classroom
- Chairs the Programme Boards and Results Approval Panel and all related activity.

1.7.8 Quality Manager

The responsibility for the Quality Assurance and enhancement within Cenit College ultimately rests with the Quality Assurance Manager. This role is responsible for the QA across all delivery modes; Blended, Online and Classroom.

1.7.8.1 Responsibilities

- Reports to the Quality Committees on all quality assurance related activity
- Ensures that all appropriate Cenit College policies and procedures are in place and are property implemented.
- Update and Manage the Quality Improvement Plan
- The communication of quality assurance policies and procedures to all staff
- Management of internal quality assurance reviews and monitoring
- Management of awarding body reviews, communications, and updates
- Works with all managers to develop, monitor and implement quality improvements in their respective areas.
- Oversees the validation of new programmes and assessments.
- Oversight on the quality of Cenit College's processes and procedures
- Ensures that all policies, procedures, and quality related manuals are updated recent information and updates are disseminated across the organisation.

1.7.9 Programme Lead

All programmes within Cenit College are assigned a programme lead who is responsible for the academic oversight and development of the respective programme. They report to the Training Manager. They are SME's.

1.7.9.1 Responsibilities

- Managing new programme developments and leading the new programme development team
- Oversight of the enhancement of existing programmes and assessments to ensure currency, accuracy, and relevance.
- Contributes to the review and evaluation of programmes.
- Adhering to Cenit College quality assurance standards
- Providing expertise where relevant throughout the delivery of the programme
- Working with other industry experts to identify programme enhancements.

- Considering any feedback from learners, tutors or external stakeholders
- Keeping abreast of trends in related industry area
- Contribute to the Programme Reports (for review meetings)

1.7.10 Programme Co-ordinator

The programme co-ordinator facilitates the effective and efficient delivery of Cenit College programmes through administrative activities. This includes blended, online and face to face delivery. They report to the training manager.

1.7.10.1 Responsibilities

- Point of contact for the learners on designated programmes
- Co-ordinating the approval of venues if applicable – works with facility manager to ensure adequacy.
- Provide the facilities manager with a checklist for materials and equipment.
- Ensure all materials and equipment have been delivered, installed, and provided as requested – this includes any technologies and resources required for online elements of programmes.
- Course scheduling and timetabling
- Provide learners with access details (online and classroom)
- Updating the administration systems for programme details and reports
- Monitor the programme through tutor and learner feedback forms at intervals through the course instruction and at the final completion of all course requirements.
- Manage exam day/skills day registrations.
- Gather information for programme monitoring and report to the Programme Board
- Contribute to various Cenit College committees where membership is applicable.
- Adhering to Cenit College quality assurance standards

1.7.11 Examinations Officer

The Examinations Officer provides administrative support for all exam related activities within Cenit College. They report to the Training Manager.

1.7.11.1 Responsibilities

- Adhering to all Cenit College Quality Assurance policies and procedures
- Provision of assessment information to tutors, learners and programme leads.
- Co-ordinating assessment venues and invigilators
- Preparation of assessment packs for distribution for assessments
- Ensuring the assessment materials and evidence is stored securely.
- Maintenances of the examination's office log
- Providing administrative support to external authenticators
- Updating the administration systems with relevant assessment reporting requirements
- Managing learner records and results
- Updating the relevant awarding bodies results systems with learner results for approval
- Member of the Quality Committee and Results Approval Panel

1.7.12 Learner Support Co-ordinator

The Learner Support Co-ordinator is responsible for the co-ordination of learner supports (online and classroom based) within Cenit College. They report to the Training Manager.

1.7.12.1 Responsibilities

- Adhering to all Cenit College Quality Assurance policies and procedures

- Co-ordinating learner supports based on Learner Support Request forms.
- Work with the tutors, programme leads and programme co-ordinators to ensure the ongoing effectiveness of learner supports.
- Keeping abreast with the latest development in learner supports (Including online supports and support technologies).
- Provision of reporting and key statistical information on learner supports.
- Member of the Programme Board

1.7.13 Tutors / e-Tutors

1.7.13.1 Responsibilities
- Deliver programmes with a focus on engaging and motivating the learner.
- Ensure all learning outcomes identified on the programme specification are achieved.
- Engage in new teaching and learning methods for implementation in the relevant delivery environment.
- Keep abreast of technological trends in teaching and delivery.
- Contribute to new programme development where appropriate.
- Ensure currency of programme content
- Grading of assessments and providing feedback to learners in a timely manner.
- Conduct the relevant assessments as appropriate.
- Provide feedback.
- Provide the required support to learner to enhance their educational experience and assist them in achieving their learning objectives.
- Contributing to various academic sub committees
- Contributing to Communities of Practice.
- Partake in the peer review process.
- e-proctor assessments where required (e-Tutors only).

1.7.14 IDT Manager
The IDT (Instructional Design and Technology) Manager is responsible for the design of blended and online programmes and the research and implementation of tools and technology for blended and online learning. Leads a team of ID's.

1.7.14.1 Responsibilities
- Research trends, tools, and technologies for blended and online learning. Disseminating such information via the senior management meetings. Overseeing the implementation of those approved as appropriate.
- Leads a team of Instructional Designers, who.
  - work with the SMEs via storyboards to guide and develop online content and design.
  - Evaluate modes of access and interactions such as tests and quizzes. Process these using the online platforms authoring tools.
- Multi-media tools: Brainstorm in the context of aesthetics (size, font, design & experience) placement, frequency of use of media tools &content format ensuring learners are not over-whelmed. Familiarity with educational technology.
- Processing content (such as text, audio, video) for the online platform's storyline.
- Familiarity with User Experience (UX) to holistically comprehend learner's interactions and responses to content when transmitted over a range of devices.
- Unit testing and working with official QA (testers) to troubleshoot issues and resolve.

- Working with the appropriate staff to ensure online assessments are appropriate for the learning medium, easy to access, process and obtain results.
- Contributing to new programme development where appropriate.
- Liaising with all staff and stakeholders involved in the teaching and learning process and providing feedback where relevant.
- Providing relevant support to stakeholders involved in the programme/content creation process.
- Contributing to quality audits

2   Embedding a Quality Culture

2.1   Purpose

The purpose of this policy is to outline Cenit College's approach to the management of its quality assurance framework – an approach that ensures a quality culture is embedded in the organisation.

2.2   Scope

This policy is applicable to all staff as Cenit College strives to embed a quality culture in the organisation.

2.3   Roles and Responsibilities

The chapter on Governance outlines all the roles and responsibilities for quality assurance. These include both individual and committee/board responsibilities.

2.4   Policy Statement

Cenit College management is committed to embedding a quality culture throughout the organisation with quality assurance at its core. This is supported by an excellent system of quality assurance which is detailed in Chapter 2. This system of quality assurance enables Cenit College to deliver high quality education and training programmes that are in compliance with all good practices, guidelines, and standards.

Methods used to foster a quality culture include:

- Having quality assurance as part of Cenit College's Mission, Vision, Values and Strategic goals.
- A quality system where all staff and learners are involved in quality assurance. This is achieved through membership and representation on boards, committees, and sub-committees, as well as through a system of feedback and review.
- Policies and procedures are designed on a consultative basis where stakeholders are involved in the development process.
- Policy documents contain detailed diagrams that clearly explain the process paths including reporting and feedback lines within each process.
- Through reviewing and considering the outcomes of monitoring, feedback, reporting, surveys, internal and external audits, the Quality Assurance Committee will understand how a system of quality is embedded in Cenit College's culture. The higher the level of staff conformity to the organisations QA policies and procedures, the higher the level of embedded quality culture.
- A holistic approach towards quality assurance where continuous improvement is key. Procedures are integrated into the normal activities of the Cenit College staff and learners, with minimum unnecessary administrative requirements.
- The publication of QA policies and procedures where staff and learners can clearly see the organisations commitment to quality.
- The Board of Directors has committed to the provision of resources to facilitate the implementation of QA procedures and the continuous operation of quality improvement plans.
- A balanced, organisation-wide approach to the implementation of quality assurance procedures to encourage a sense of ownership of quality amongst all staff. Cenit College recognises that the burden of procedures does not obscure the purpose of establishing a quality culture and a '*standardised approach does not obscure the ownership and primary focus on quality improvement'*.
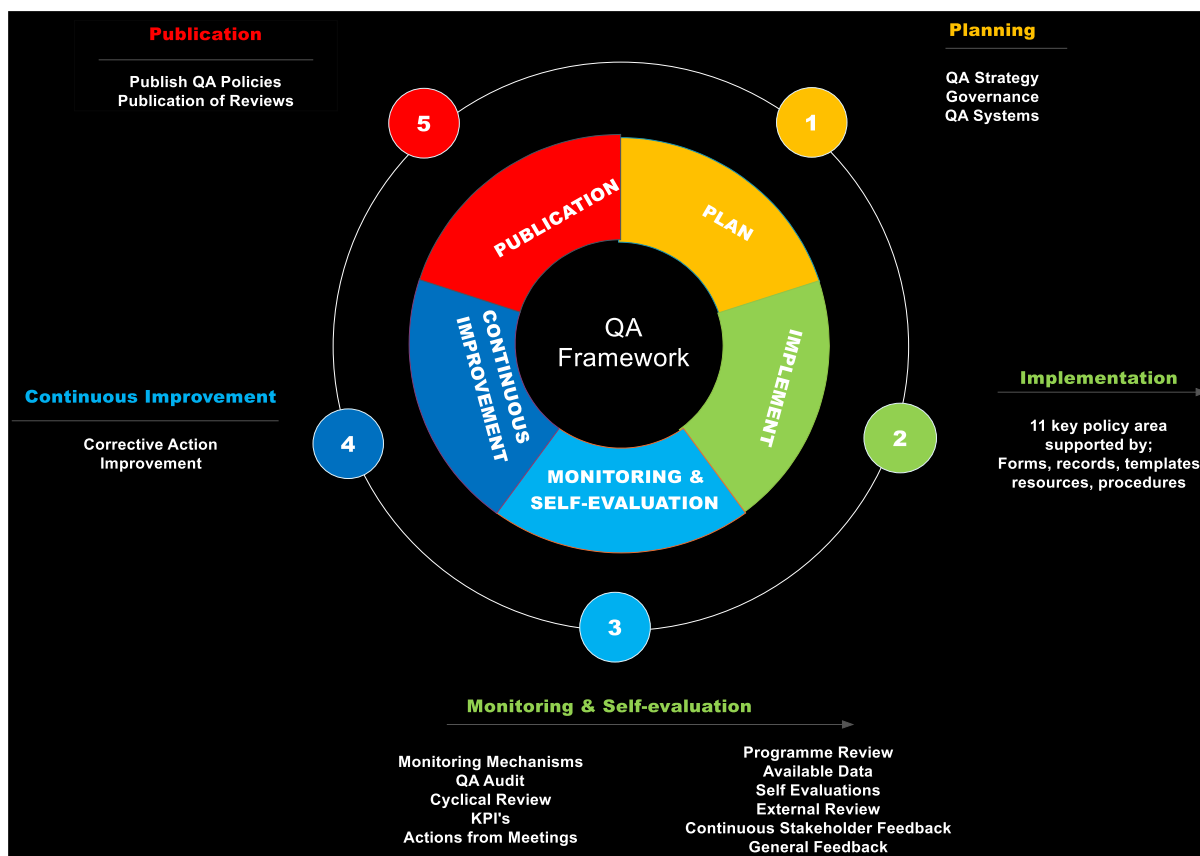
2.5   Quality Framework

The Cenit College Quality Framework is founded on the principals of;

- Planning
- Implementation
- Monitoring and Self-Evaluation
- Continuous Improvement
- Outcomes
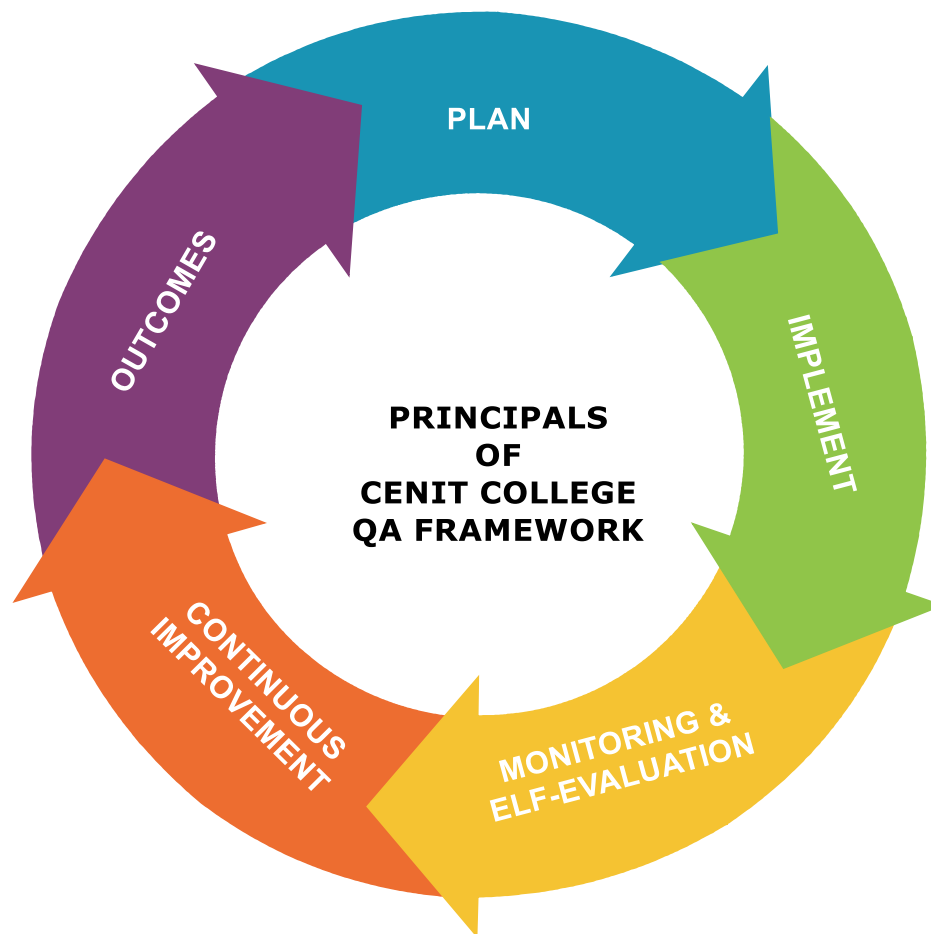
Figure 1.2 Principals of Cenit College QA Framework

Figure 1.3 Quality Assurance Framework

2.5.1 Planning

Quality assurance and enhancement are part of Cenit Colleges key strategies and strategic planning. They are linked to the organisations Mission and Vision. Any changes to our strategic goals must reflect our existing quality assurance system. Where they do not, new quality assurance policies need to be developed. The planning stage also ensures that there is a solid Governance structure with clearly delineated roles and responsibilities.

2.5.2 Implementation

Policies have been developed and implemented across 11 key areas as outlined in the QQI Core Statutory Quality Assurance Guidelines (2016). These are as follows:

1. Governance & Management of Quality
2. Documented Approach to Quality Assurance
3. Programmes of Education and Training
4. Staff Recruitment, Management and Development
5. Teaching and Learning
6. Assessment of Learners
7. Learner Supports
8. Information and Data Management
9. Public Information and Communication
10. Other Parties involved in Education and Training
11. Self-evaluation, Monitoring and Review

Within each of these 11 policy areas are the associated policies and procedures. These policies are supported by policy specification templates to ensure consistency in the look, format and

development of all our policies. This template outlines, the policy owner, purpose, scope, roles and responsibilities, policy statement, procedures, monitoring mechanisms and version history associated with each policy. Diagrams have been used to visually explain relevant process. Each policy contains reference to supporting policies where relevant.

Furthermore, the policies are supported by forms, records, resources and procedural instructions. Forms are attached in the appendix to the documents.

Cenit College Quality Assurance Areas Aligned to the QQI Core Statutory Quality Assurance Guidelines (2016)		Policy Documents
1	Governance and Management of Quality	• Governance and Management of Quality • Risk Management
2	Documented Approach to Quality Assurance	• Documented Approach to Quality Assurance
3	Programmes of Education and Training	• Programme Development and Management • Updating Programmes and Course Material • Learner Access, Transfer and Progression • Recognition of Prior Learning • Blended Learning
4	Staff Recruitment, Management and Development	• Staff Planning, Recruitment and Selection • Staff Induction • Staff Training and Development • Peer Review of Teaching Staff • Staff Appraisals
5	Teaching and Learning	• Teaching and Learning • Learner Complaints
6	Assessment of Learners	• Assessment of Learners • Assessment Security • Conducting an Exam • Use of bilingual Dictionaries • Managing Issues arising in Examinations • Skills Demonstrations • Written Assessments • Quality Assuring Assessments • Internal Verification • External Authentication • Results Approval Process • Academic Appeals • Reasonable Accommodation • E-Proctoring • Assessment Malpractice • Benchmarking of Results

7	Support for Learners	- Academic Supports - General Supports - Reasonable Accommodation - Personal Mitigating Circumstances - Student Code of Conduct and Disciplinary Procedure - Protection of Enrolled Learners (PEL)
8	Information and Data Management	- Information and Data Management - Information Management - Data Protection - Data Access Request
9	Public Information and Communication	Public Information and Communication
10	Other parties involved in Education and Training	Other parties involved in Education and Training
11	Self-Evaluation, Monitoring and Review	Ongoing monitoring of programmes and QA framework

2.5.3 Monitoring and Self-Evaluation

QA policy area 11 outlines in detail the Cenit College systems of QA monitoring and self-evaluation.

Cenit College is committed to and actively engaged in ongoing monitoring and self-evaluation. This is achieved through the following mechanisms:

Programme Monitoring and Review

- External Authenticator Feedback
- Self-evaluation
- Continuous tutor, learner, and other stakeholder reviews
- Outcomes and actions from committees and boards
- Ongoing programme review
- Data Analysis and review
- Review, monitoring, and evaluation of KPIs

Quality System Monitoring

- Policy and Procedure monitoring mechanisms
- QA Audits
- External Audits

2.5.4 Continuous Improvement

Continuous Improvement is achieved through monitoring and self-evaluation. It is aided and assisted by the Quality Improvement Plan (QIP) that is maintained and updated by the Quality Manager. Corrective action of any issues spotted in our quality systems through feedback or other appropriate mechanisms ensures Cenit College are continuously improving our quality systems. Embedding a culture of quality assurance in our staff also ensures continuous improvement of our quality systems.

2.5.5 Publication

The Cenit College QA policies and procedures are available on our website. Furthermore, Cenit College publishes the outcomes of our review activities with awarding bodies. Relevant policies are available in the learner and tutor handbooks.

2.5.6 Document Controls

Within Cenit College there exists a strict document ownership and control system. This ensures the continuous quality and integrity of our documents and an integral reference point for implementing our quality procedures.

The activities which the QA manager uses to monitor the effectiveness and integrity of our processes are:

- course reviews
- post course review
- any other relevant reviews along with internal audits.

Additionally, the QA manager has the responsibility for maintaining the records of quality assurance, monitoring the effectiveness of the record keeping along with the policies and procedures to ensure an efficient and effective QA system within Cenit College. Thereby ensuring that the QA system that works for the overall benefit of the college and each course. The QA Manager will update the Quality Assurance Committee on these activities.

There is a periodic review of all the documents by the document owner to ensure that any external factors (i.e. government or stakeholder policy changes, operational changes or matters arising from audits) are reflected in the current documents.

The following sources are reviewed and monitored by the QA committee:

- Learners' surveys, feedback, and complaints
- Minutes and reports of the Programme Board meetings
- Minutes and reports of the Programme review panel meetings
- Reports of the Internal and external audits (IV and EA)
- Use of premises, intellectual property, materials, and equipment as a general rule.
- Course specific policies on the use of premises, intellectual property, materials, and equipment is controlled by the programme leader and aligned to the overall company policy with course specific variations as required to operate and deliver a good quality programme.

All documents are stored on a dedicated QA network drive. Documents related to specific courses will contain a link on our administration system under that programme, referencing the relevant QA document. This enables the programme leader to access this for reference.

The QA manager works with all the relevant parties to ensure the following:

- Documents are maintained.
- Version control is accurate and updated in accordance with changes.
- A control document is maintained to inform users of the changes made and the date and the requestor.
- Obsolete documents are archived.

2.6 Monitoring

This policy is monitored by the Quality Manager through the mechanisms outlined in QA11.1 'Self-evaluation, Monitoring and Review' and the actions from the Governance Meetings.

3 Version Control

Version	Date	Description	Originator	Approved by
Version 1	20/01/2022	Approval of Policy	QA	BOD
	14/02/2024	QQI Approval	QA	QQI