

## Appendix II. Summary of Roles within SETU Carlow



### Governing Body

This is a statutory body appointed in accordance with the Institutes of Technology Acts 1992 to 2006. The composition of the Governing Body is provided for in the Act. It is appointed for a five year term by the Minister for Education and Skills, and comprises of a total of 19 members made up as follows:

- Chairperson (1)
- President (1)
- Vocational Education Committee Nominees (6)
- Staff of SETU Carlow (3) comprising:
  - 1 non academic staff member
  - 2 academic staff members
- Learners' Union (2)
- Irish Congress of Trades Unions (1)
- Five members are appointed on the recommendation of Academic Council, to reflect the nature of the programmes at SETU Carlow.

The Governing Body has reserved functions and is not involved in the delivery of executive functions of SETU Carlow. Its principal function is the strategic management and control of the affairs of SETU Carlow, management of all property and assets of SETU Carlow and the exercise of functions conferred on it by the Institutes of Technology Acts (1992-2006).

All records of the Governing Body are maintained by the statutory office holders, (the President and the Vice President for Corporate Affairs of the Institute). These include, but are not limited to;

- Standing orders
- Minutes of meetings
- President's reports to Governing Body meetings
- General correspondence and reports

The Governing Body has a formal schedule of business specifically reserved to it for decision. This is designed to ensure that the direction of SETU Carlow remains within the scope of the legislative framework within which the Institute operates. The Governing Body considers proposals brought to it by the President. Items falling within its remit include acquisitions and disposals, major investments and capital projects, treasury and risk management policy and approval of major contracts. It also ensures that SETU Carlow is

fulfilling its strategic purposes, operating in accordance with its statutory obligations and that appropriate reporting systems are in place to support it in meeting its responsibilities.

The Governing Body holds regular monthly meetings (customarily the last Thursday of the month – except the month of July when no meeting takes place). Extraordinary meetings of the Governing Body may be called if required.

### **Academic Council**

This body is appointed by the Governing Body to assist it in the planning, coordination, development and overseeing of the educational work of SETU Carlow. Its principal role is to protect, maintain and develop the academic standards of the programmes and activities of SETU Carlow. The appointment and composition of Academic Council is provided for in legislation.<sup>1</sup>

Academic Council has six committees that undertake specific aspects of its work programme and which report to it:

- **Academic Regulations Committee** makes regulation governing the selection, admission, retention, awards graduation and exclusion of learners
- **Collaborative Provision Committee** has oversight of all aspects of collaborative provision
- **Programme Planning & Validation Committee** is responsible for the development, monitoring and reviewing of policies and procedures relating to planning and validation of all taught programmes at level 6-10.
- **Quality Assurance & Enhancement Committee** is responsible for the protection, enhancement and development of academic standards for all programmes
- **Research & Development Committee** is tasked with the planning, approval and review of all research programmes at level 9-10
- **Teaching, Learning & Support Services Committee** develops policies that support excellence in teaching and a quality learning experience

All recommendations and outcomes from committees are presented to the Academic Council for approval and formal adoption. Committees comprise a chairperson, and the key stakeholders with an interest and expertise in the issue in question. Members include ordinary members of Academic Council and they may co-opt other appropriately qualified staff members and representative of the learner body to assist with the work programme. Each committee agrees an annual work programme with the Vice President for Academic Affairs & Registrar. Committees make regular reports through their chairs to the monthly meetings of Academic Council. The specific remit of the Collaborative Provision Committee is:

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<sup>1</sup> Academic Council is appointed in accordance with Section 10 of the *Regional Technical Colleges Act 1992*. The composition of the Academic Council is in accordance with the guidelines set out in Section 10 of *Institute of Technology Acts 1992* with amendments in accordance with the *Institute of Technology Acts 1992 – 2006* Section 10(3)(a).

- To have oversight and responsibility for the governance of collaborative and transnational programmes.
- To report findings on collaborative provision to Academic Council.
- To review outcomes of annual programme monitoring specific to collaborative provision and ensure that programmes meet collaborative partner requirements.
- To participate in the conduct of programme and collaborative provision review and ensure that all aspects of the collaborative process meet the requirements of partners and of QQI.
- To maintain and update the register of approved articulation agreements.
- To ensure that the three yearly collaborative review and programmatic review are conducted to ensure that all aspects of the programme are delivered and that the collaborative relationship is monitored.

## **President**

The President is the chief executive officer of SETU Carlow. The office of President is a statutory role and it is described in The Institute of Technology Acts 1992-2006:

- The President of a college shall, subject to this Act, manage and direct the carrying on by the college of its academic, administrative, financial, personnel and other activities and for those purposes has such powers as are necessary or expedient.
- In performing their functions the President shall be subject to such policies as may be determined from time to time by the Governing Body and shall be answerable to the Governing Body for the efficient and effective management of the college and for the due performance of their functions.
- A President may delegate any of their functions to another member of the staff of the college, unless they are delegated to the President subject to the condition that they shall not be delegated further; that other members shall be answerable to the President for the performance of those functions.

Notwithstanding any such delegation, the President shall at all times remain answerable to the Governing Body in respect of the functions so delegated.

- A President shall not hold any other office or position without the consent of the Governing Body.
- A President shall be entitled to be a member of, and preside over, any and every committee appointed by the Governing Body, except where the Governing Body with the concurrence of the Authority decides otherwise.
- A President shall be entitled to be a member of the Academic Council and, if present, shall preside at all meetings of that Council; they shall be entitled to be a member of every committee established by that Council.
- Unless the individual resigns, retires or is removed from office, a President shall hold office for a period of 10 years.
- A President shall, whenever required to do so by the Committee of Dáil Éireann established under the Standing Orders of Dáil Éireann to examine and report to Dáil Éireann on the appropriation accounts and reports of the Comptroller and Auditor General, give evidence to that Committee on

- The regularity and propriety of the transactions recorded or required to be recorded in any book or other record of account subject to audit by the Comptroller and Auditor General that the college is required by this Act to prepare,
  - The economy and efficiency of the college in the use of its resources,
  - The systems, procedures and practices employed by the college for the purpose of evaluating the effectiveness of its operations, and any matter affecting the college referred to in a special report of the Comptroller and Auditor General under section 11(2) of the Comptroller and Auditor General (Amendment) Act 1993 as amended, or in any other report of the Comptroller and Auditor General (in so far as it relates to a matter specified in subparagraph (a), (b) or (c)) that is laid before Dáil Éireann.
- A President, if required to give evidence, shall not question or express an opinion on the merits of any policy of the Government or a Minister of the Government or on the merits of the objectives of such a policy.
  - From time to time and whenever so requested, a President shall account for the performance of a college's functions to a Committee of one or both Houses of the Oireachtas and shall have regard to any recommendations of such Committee relevant to these functions.
  - The President is, ex officio, a member of the Governing Body and of Academic Council and is entitled to be a member of any sub-committee established by them. The President, if present, presides at Academic Council meetings.
  - The President participates in the Council of Directors of Institutes of Technology which acts to promote the sector and to establish common policy and procedure and acts collectively on Industrial Relations matters.

### **Vice President for Academic Affairs & Registrar**

The Vice President for Academic Affairs & Registrar is a member of the senior management team of SETU Carlow and is responsible, *inter alia*, for:

- The creation, retention and maintenance of data relating to the registration and examination performance of learners, programme validation and content;
- The Vice President for Academic Affairs & Registrar is responsible for a number of aspects of the Collaborative process, which include the following:
  - Managing due diligence investigations into the prospective Collaborative Partners
  - Development of Consortium Agreements
  - Collaborative Programme Validation
  - Programmatic and Collaborative Provision reviews
  - Resolution of major collaborative related issues
- The admission, registration and deregistration of learners;
- The management of examinations;
- The promotion of quality assurance and liaison with accreditation bodies;
- The provision of learner services: counselling, access, career guidance, health, learning and financial supports, sports and culture;

- Supporting the business of Academic Council;
- Freedom of Information;
- The provision of the library services;
- The provision of learner affairs including discipline;
- Liaison with the Learner Union;
- Post-primary Schools liaison and programme promotion;
- The Vice President for Academic Affairs & Registrar participates in the Council of Registrars, which acts to promote good practices and consistency, in areas pertaining to the Vice President for Academic Affairs & Registrar's role across the sector.

The Vice President for Academic Affairs & Registrar reports to the President.

### **Heads of Faculty/Campus**

Heads of Faculty/Campus have a key role to play in promoting and implementing programme policy, both at Faculty/Campus level and within the SETU Carlow strategy framework. In guiding the academic direction of the Faculty/Campus, a Head of Faculty/Campus shall:

- Assist in the development of Institute strategy, by contributing to and promoting SETU Carlow as a centre for innovation and creativity and ensuring that the Institute is well positioned to meet the current and future academic needs of learners;
- Provide visible leadership in the Faculty/Campus, foster inclusive team management and acknowledge the contribution and achievements of staff;
- Play a major role in developing and maintaining a high standard of programme content and delivery, and implement effective quality measurement and tracking systems;
- The Head of Faculty/Campus is responsible for a number of aspects of the collaborative process, which include the following:
  - Exploratory discussions and preliminary research undertaken with potential collaborative partner;
  - Initial screening of potential collaborative partner following Senior Managements decision to pursue the potential collaborative partnership;
  - Feasibility Study and Risk Assessment;
  - Development and validation of Collaborative Programmes
  - Programme delivery and management for the Collaborative Partnership
  - Programmatic and Collaborative Provision review (with specific adherence to the Self Evaluation documentation provided by the Collaborative partner)
- Advise and assist in the recruitment of staff.
- Identify and develop talent
- Encourage the professional development of staff through mentoring and skills training
- Manage staff, facilities and finance resources within the Faculty/Campus.

The Heads of Faculty/Campus report to the President.

### **Heads of Department**

Heads of Department play an important role in the communication of departmental views across the wider Institute, while disseminating Senior Management decisions and policies back to departmental staff. A Head of Department is responsible for:

- Efficient management of the Department
- Leading and managing the academic programmes of the Department
- Advising on and implementing quality assurance procedures
- Directing and supervise the work of Department staff
- Advising and assisting with the recruitment of staff
- Promoting the Department, the Faculty/Campus and the Institute

A Head of Department reports to the appropriate Head of Faculty/Campus.

### **Programme Boards**

The programme board is the academic body with responsibility for standards, development and review of all programmes. Membership of a programme board shall comprise:

- All academic staff involved in the design and delivery of the programme
- Learners
- Appropriate Head of Department
- Appropriate Head of Faculty/Campus
- Vice President for Academic Affairs & Registrar

A key element in the enhancement of programme quality assurance is the input from external examiners in the form of reports, reviews and recommendations on programme content, assessment and procedures.

### **Vice President for Corporate Affairs**

The Vice President for Corporate Affairs is responsible for:

- The legal affairs of SETU Carlow
- The Vice President for Corporate Affairs and Vice President for Academic Affairs & Registrar are responsible for the due diligence investigation into the prospective Collaborative Partner
- Health & Safety policy and procedure
- Financial Management of SETU Carlow
- The Human Resource Services, including Recruitment, IR and Staff policies and procedures
- Estates and Facilities Management
- ICT Services
- Insurance
- General Administration
- Secretariat services to the Governing Body

The Vice President for Corporate Affairs reports to the President.

### **Senior Management Team**

The SETU Carlow SMT includes the following officers:

- The President
- The Vice President for Academic Affairs & Registrar
- The Vice President for Corporate Affairs
- Vice President for Development and Research
- Heads of Faculty/Campus

The Senior Management Team has primary responsibility for Institute wide matters relating to:

- Strategic planning and implementation
- Setting goals and monitoring performance
- Key operational issues, including resource planning and allocation
- SMT is responsible for a number of aspects of the collaborative process, which include the following:
  - The decision to pursue a potential collaborative partnership.
  - Following the feasibility study conducted by a Head of Faculty/Campus, Senior Management tasks the Vice President for Academic Affairs & Registrar to conduct the due diligence investigation.
  - Resolution of any major collaborative related issues
- Policy and procedures (excluding those areas that fall within the specific remit of Academic Council)

Individual members of the SMT serve as the primary channel of communication between the major functional areas that fall within their specific remit and the President and Academic Council or the Committees of Academic Council as appropriate. Recommendations requiring approval of the Governing Body are communicated through the President.

Decisions are normally arrived at by consensus. Where consensus cannot be achieved, the President makes a decision having regard to all points of view expressed. Where an urgent decision is required in the case of an item that would normally be considered by the Senior Management team, the President seeks to convene an extraordinary meeting or, if that proves to be impossible, shall, in consultation with the relevant Head of Faculty/Campus make such decisions as are necessary and will advise the Team at the next meeting.

Items presented for SMT consideration and decision shall have gone through the appropriate consultative procedures within the relevant functional areas.

- Day to day operational matters shall not be dealt with at the SMT meetings.
- The work of the SMT shall be undertaken in a confidential manner. It shall be the responsibility of each member of the SMT to communicate decisions as agreed and to ensure effective implementation within their own area(s).
- The Terms of Reference and Standing Order shall not detract from the statutory function of the President. The President reserves the right, having consulted with the members of the SMT, to discontinue these arrangements or to vary the Terms of Reference and the Standing Orders from time to time.