



## *Terms of Reference*

### **Finance, Estates and Risk Committee**

#### **Section 1: Remit**

The Finance, Estates and Risk Committee (FERC) is a standing committee of Carlow College, St. Patrick's (hereafter Carlow College) and reports to the Management Board of the College. This Committee ensures that the College is compliant with both national and international benchmarks related to three principal areas: finance, estates and risk. As a registered 'charitable organisation' Carlow College has a legal requirement to comply with the *Charities Act 2009*; an important function of this Committee is to ensure compliance to this Act. The main purpose of FERC is to inform and advise the Management Board on:

#### *Finance*

- Monitoring and planning of the College's financial position / performance and ensure that it has adequate financial control systems in place.

#### *Estates*

- To oversee the financial and other aspects of estate's developments and ensure that the general condition / upkeep of the College's facilities remain fit-for-purpose and relevant for changing market demands.

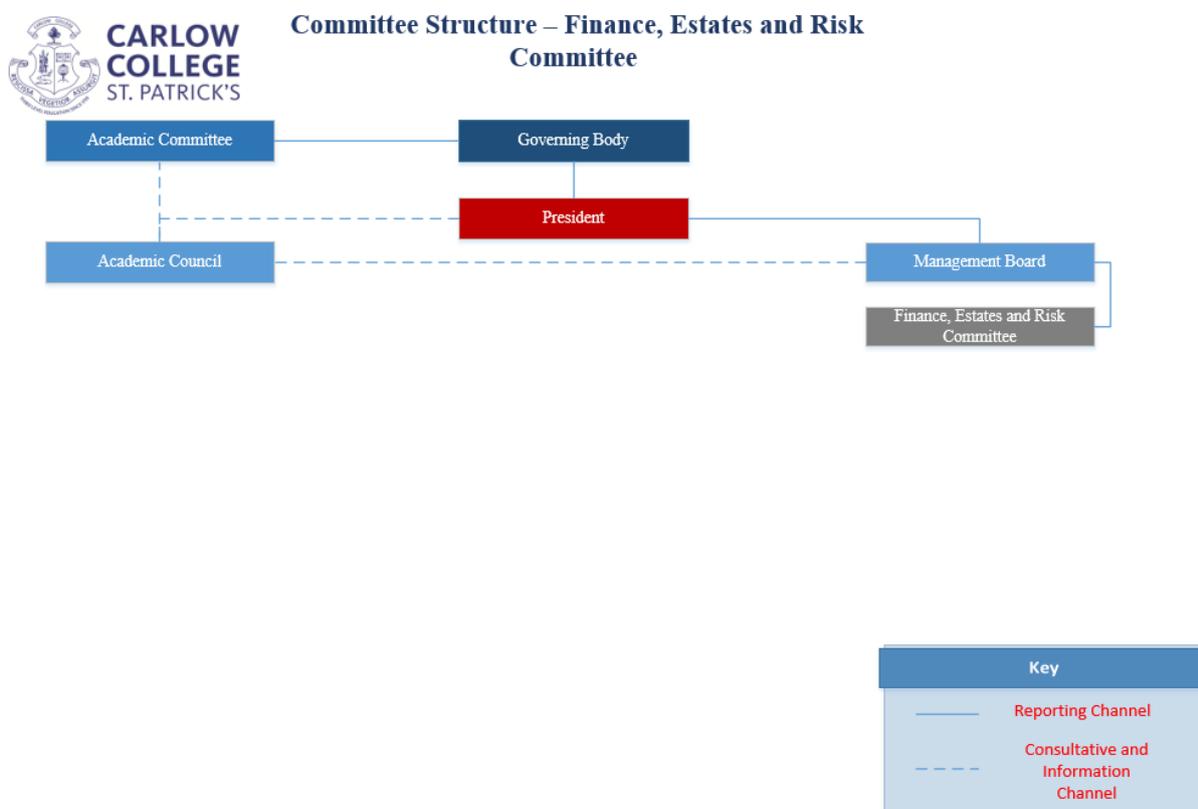
#### *Risk*

- To review and evaluate the College's *Risk Management Plan* and *Business Impact Analysis*.

#### **Section 2: Membership**

<b>Function</b>	<b>Mode of Selection</b>
Director of Operations	Ex Officio
Quality Assurance Officer	Ex Officio
IT Manager	Ex Officio
Facilities Manager	Ex Officio
Finance Officer	Ex Officio
Academic Staff Member	Appointed by Academic Council for a term of three years
Executive PA to the President	In attendance to take minutes

### Section 3: Reporting Structure



FERC reports directly to the Management Board, and has a consultation / information relationship to the Governing Body appointed Finance and Audit Committees recognising the specific areas of responsibilities these two bodies have. The Director of Operations, in the capacity of that function within the College, has a consultation / information relationship to the Governing Body appointed Finance and Audit Committees recognising the specific areas of responsibilities these two bodies have. The Director of Operations will present a quarterly Finance Report to the Finance Committee of the Governing Body and will present a quarterly Risk Management Report to the Audit Committee.

### Section 4: Terms of Reference

FERC's primary terms of reference are:

#### *Finance*

- Review the monthly management accounts, audited year end accounts and monitor the financial performance of the College against agreed plans / budgets.
- Input towards the development of financial plans and forecasts.
- Undertake analysis of key performance areas which have a significant impact of the financial performance of the College.
- Recommend to the Management Board areas where there may be scope to improve the financial performance of the College.

- Review the systems to ensure that the financial assets of the College have satisfactory control structures in place to prevent loss or fraud.

#### *Estates*

- Consider the appropriateness of all College facilities and ensure they are fit-for-purpose.
- Review exceptional capital expenditure plans and make recommendations to the Management Board as required.
- Assist with the development plans for College Estate assets and maximise their value / income potential.
- Review the Health & Safety measures in place to protect College assets and all who use the campus facilities.

#### *Risk*

- Review the Risk Management Processes within the College.
- Input towards the development of standards, guides, procedures and processes that influence the management of risk within the College.
- Monitor the *Risk Management Register* and oversee the controls / mitigation options in place to reduce / eliminate risk.
- Undertake, as required, an analysis of a specific potential risk factor and provide an evaluation and solution if appropriate.

As a standing committee of the College, FERC will create and keep records of meetings adhering to the *Guidelines Regarding Keeping Records of Meetings*.

### **Section 5: Frequency of Meetings**

FERC shall meet as required by its work, but at a minimum shall meet monthly throughout the academic year.



## ***Terms of Reference*** **Learner Resources Committee**

### **Section 1: Remit**

Carlow College, St. Patrick's endeavours to support learners' academic success by providing a variety of learner resources, professional services and supports to enhance the learner experience and to assist learners in meeting the many demands of both their personal and academic lives.

The significant contribution of learner resources and supports in fostering a positive learning environment which supports the well-being and integration of diverse learner cohorts into the college community is recognised internationally in *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (2015) (Standard 1.6). The importance of adopting an integrated approach, from the perspective of the learner, to the overall provision of supports and services to the student body is emphasised in section 7.1 of the *QQI Core Statutory Quality Assurance (QA) Guidelines* (2016). Further, section 3.4 of the *Code of Practice for Provision of Programmes of Education and Training to International Learners* (2015) sets out specific requirements which relate to the pastoral care, which includes support services and information provision, to international learners.

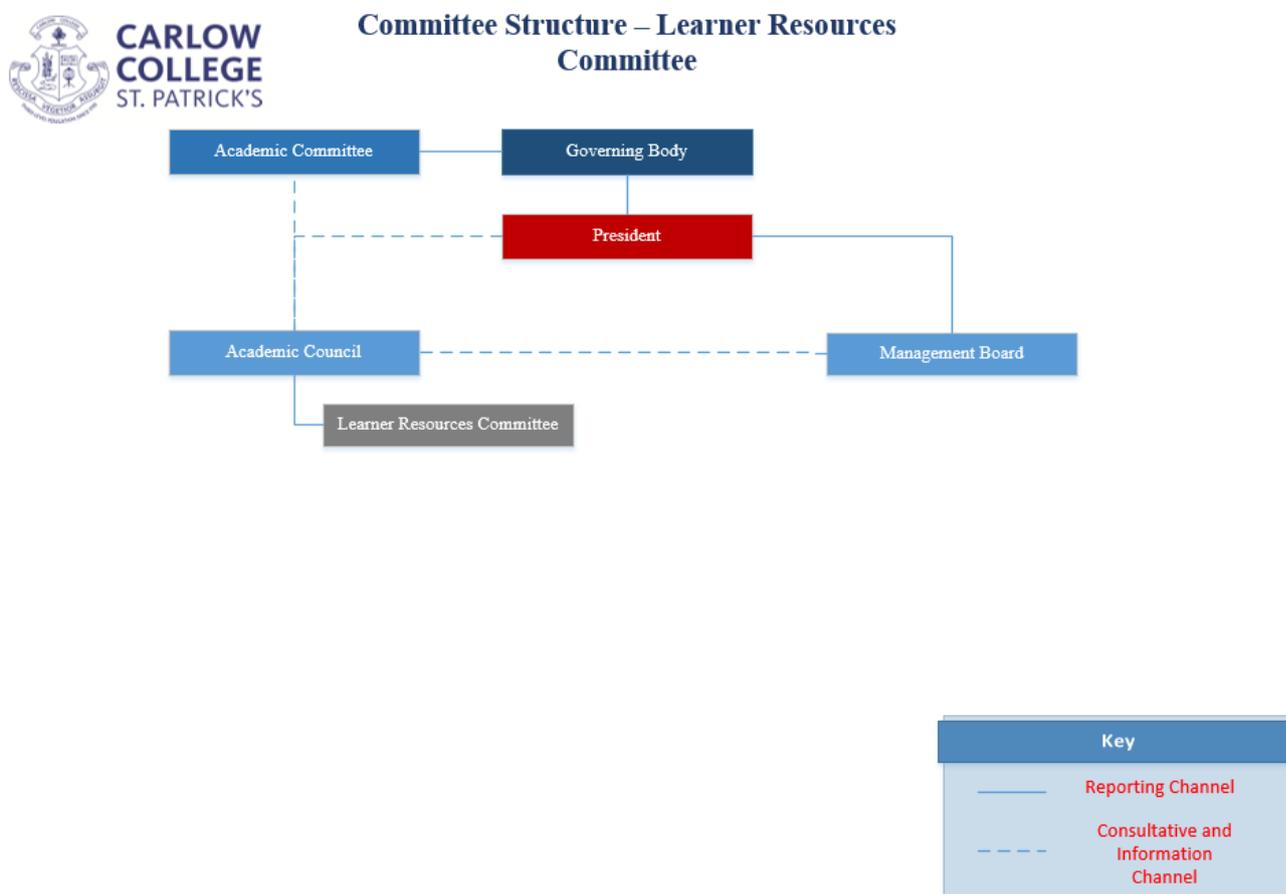
The role of the Learner Resources Committee is to oversee the promotion, co-ordination, monitoring and development of the learning resources, services and supports available to the student body.

### **Section 2: Membership**

<b>Function</b>	<b>Mode of Selection</b>
Head of Student Services	<i>Ex Officio</i>
Head/Lead Librarian	<i>Ex Officio</i>
International Officer	<i>Ex Officio</i>
IT Officer	<i>Ex Officio</i>
Facilities Manager	<i>Ex Officio</i>
Students' Union VP for Welfare	<i>Ex Officio</i>
Students' Union Mature Student Officer	<i>Ex Officio</i>

Academic Representative	Appointed by Academic Council for a period of 3 years
Administration Representative	Appointed by Academic Council for a period of 3 years
Library Representative	Appointed by Academic Council for a period of 3 years
Student Services Representative	Appointed by Academic Council for a period of 3 years

### Section 3: Reporting Structure



The Learner Resource Committee is a representative sub-committee of the Academic Council and draws its membership from across the college community. The Learner Resource Committee lead will report directly to the Office of the Registrar and will have *ex officio* status on Academic Council.

### Section 4: Terms of Reference

- To develop the decision-making process within the Learner Resources Committee.

- To develop and maintain records of meetings adhering to the *Guidelines Regarding Keeping Records of Meetings*.
- To ensure that a coherent and integrated range of learning resources, services and supports exist within the College.
- To monitor the promotion, adequacy and effectiveness of the support services and resources available to learners.
- To facilitate systematic learner feedback on the sufficiency and quality of the non-programme-related professional learning resources, services and supports provided.
- To ensure that learner resources and supports are in line with national and international best practice and are responsive to the needs of learners and academic programmes.
- To identify gaps within the system in relation to learner resources and develop non-academic policies and guidelines as required.
- To contribute to the on-going development of a supportive learner-centred learning environment which acknowledges learner diversity and supports the well-being and integration of all learners into the Carlow College community.
- To identify opportunities to enhance the student experience and to increase student engagement.

### **Section 5: Frequency of Meetings**

The Learner Resource Committee shall meet as required by its work, but at a minimum of four times during the academic year.



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## *Terms of Reference*

### **Strategic Development Committee**

#### **Section 1: Remit**

The Management Board of the College has agreed the establishment of the Strategic Development Committee.<sup>1</sup> The Strategic Development Committee is a standing committee of the College and reports to the Management Board of the College. It has an information and consultative role to the Academic Council. All proposals for academic programmes are subject to Academic Council oversight and approval. The remit of the Strategic Development Committee is to inform and advise the Management Board on the delivery of the Strategic Plan<sup>2</sup> of the College and options for the future positioning and development of the College.

#### **Section 2: Membership**

The members of the Strategic Development Committee are appointed by President of the College. The Committee may request the President to appoint other members as required by the work tasks.

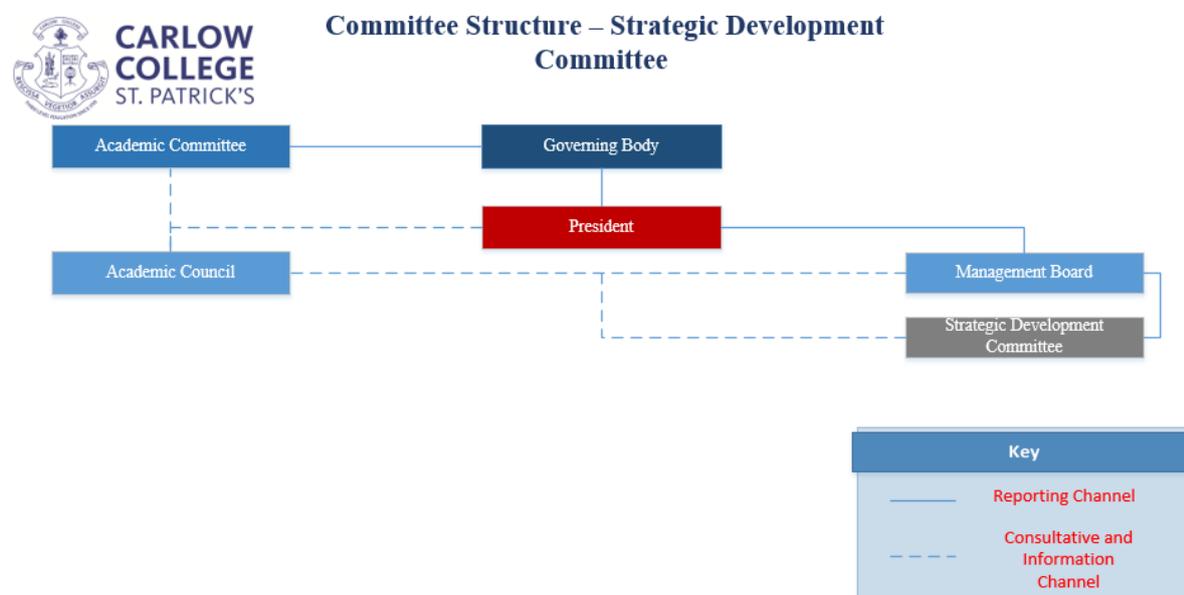
<b>Function</b>	<b>Mode of Selection</b>	<b>Current Holder</b>
Assistant Registrar, Strategic Development	Ex Officio <i>Chair</i>	Andrew O'Regan
Director of Operations	Ex Officio	Eddie Deegan
Academic, Arts / Humanities	By appointment	Eoghan Smith
Academic, Social Care / Community	By appointment	Helen Maher
IT Officer	By appointment	Carolyn Glynn
Head of Student Services	By appointment	Lisa Fortune

<sup>1</sup> At its meeting on 5 September 2017

<sup>2</sup> The current plan is that passed by the Board of Governors on 19 May 2017

Marketing Manager	By appointment	Barbara O'Neill
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### Section 3: Reporting Structure



The Strategic Development Committee reports to the Management Board and has a consultation / information line to the Academic Council.

### Section 4: Terms of Reference

- To develop the decision-making process within the Strategic Development Group.
- To develop and maintain: a process for recording/archiving minutes, actions taken and reports for self-monitoring activities.
- To inform and advise the Management Board in relation to the delivery of the Strategic Plan of the College.
- To develop and propose to the Management Board a business plan which returns the College to operational financial surplus / profitability in the financial year June 2020.
- To propose and examine the feasibility of new educational programme offerings which can contribute to the financial viability of the College and support the development and maintenance of a greater student cohort in the medium to longer term.
- To propose and examine the feasibility of income generating activities, other than the direct provision of educational programmes, which can contribute to the financial viability of the College.
- To identify and consider options in relation to the future positioning and development of the College and to inform and advise the Management Board regarding these.

### Section 5: Frequency of Meetings

The Strategic Development Committee shall meet as required by its work, but, at a minimum, shall meet monthly during the Academic Year.



## *Terms of Reference*

### **Teaching, Learning and Assessment Committee**

#### **Section 1: Remit**

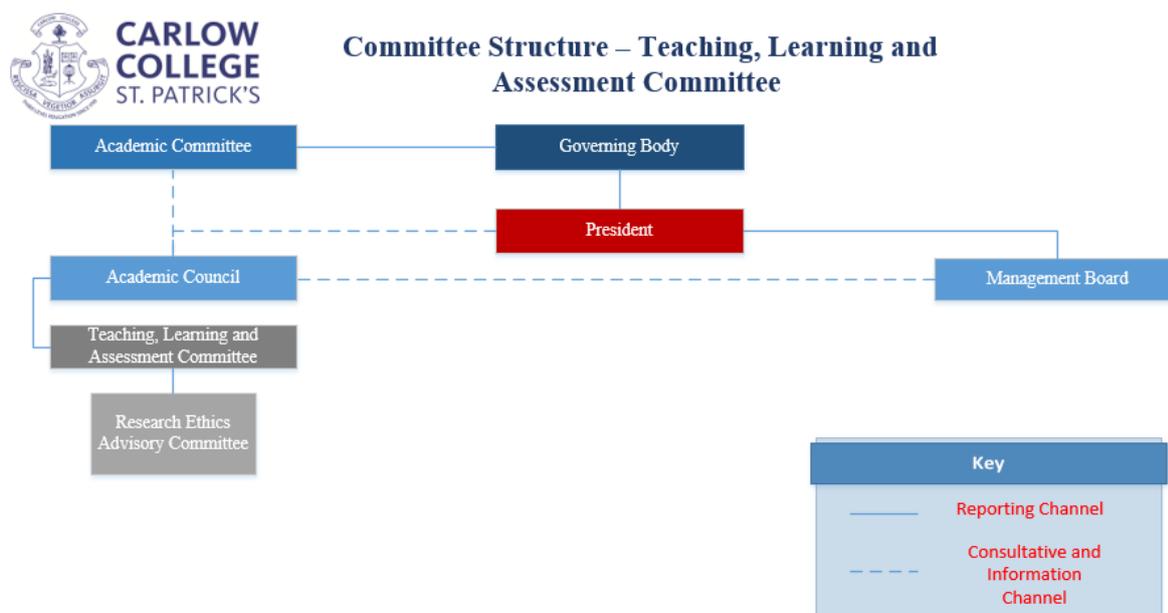
Teaching and Learning is at the core of the institutional purpose of Carlow College, St. Patrick's. The importance of teaching and learning was recognised, and prioritised, in the *National Strategy for Higher Education to 2030* (2011) and the establishment and work of the *National Forum for the Enhancement of Teaching and Learning in Higher Education*. The role of the Teaching, Learning and Assessment Committee is to articulate, develop, and promote teaching and learning practice in the College consistent with best national and international practice and in-line with the strategic goals of the College.

#### **Section 2: Membership**

Function	Mode of Selection
Teaching, Learning and Assessment Lead, Chair	Ex Officio (must be appointed and will have Ex Officio status on Academic Council)
Assistant Registrar for Academic Affairs	Ex Officio
Assistant Registrar for Strategic Development	Ex Officio
Programme Board Chairs	Ex Officio
Academic staff member	Nominated by the Committee
Academic staff member	Nominated by the Committee
Library Representative	Ex Officio
IT Officer	Ex Officio
Director of Operations	Ex Officio

Learner representative	Nominated by the Committee
Quality Assurance Officer	Ex Officio
Research Ethics Advisory Committee Chair	Ex Officio

### Section 3: Reporting Structure



The Teaching, Learning and Assessment Committee is a sub-committee of Academic Council and the Teaching, Learning and Assessment Lead has *ex officio* status on Academic Council. Moreover, the Teaching, Learning and Assessment Lead directly reports to the Office of the Registrar and leads all teaching and learning initiatives in the College. As Chair of the Teaching, Learning and Assessment Committee, the Lead informs other relevant College committees and staff members of its deliberations. The Research Ethics Advisory Committee is a sub-committee and has a reporting channel to the Teaching, Learning and Assessment Committee.

### Section 4: Terms of Reference

The Teaching, Learning and Assessment Committee is tasked with:

- to develop the decision-making process within the committee;
- to develop and maintain: a process for recording/archiving minutes, actions taken and reports for self-monitoring activities;
- the development and oversight of the Teaching and Learning Strategy of the College;
- informing and being informed by the strategic planning process of the College;

- the oversight and development of educational practice;
- ensuring teaching and learning practice is consistent with regulatory requirements applying;
- maintaining and developing the currency of practice in line with national and international advances in pedagogical practice at third level;
- securing the ongoing development of the College's learning environments in support of teaching and learning practice and goals;
- supporting academic staff in reviewing and developing their own pedagogical practice;
- promoting a range of delivery modes consistent with institutional and programmatic educational goals;
- promoting a range of assessment practices, including the use of assessment for formative and summative purposes consistent with institutional and programmatic educational goals;
- articulating desired graduate attributes for Carlow College, St. Patricks (in relation to levels 7, 8, and 9);
- informing and supporting the professional development of staff relative to teaching and learning practice.

#### **Section 5: Frequency of Meetings**

The Committee shall meet monthly September through July; or otherwise at the discretion of the Committee.

## *Terms of Reference*

### **Quality Assurance Committee**

#### **Section 1: Remit**

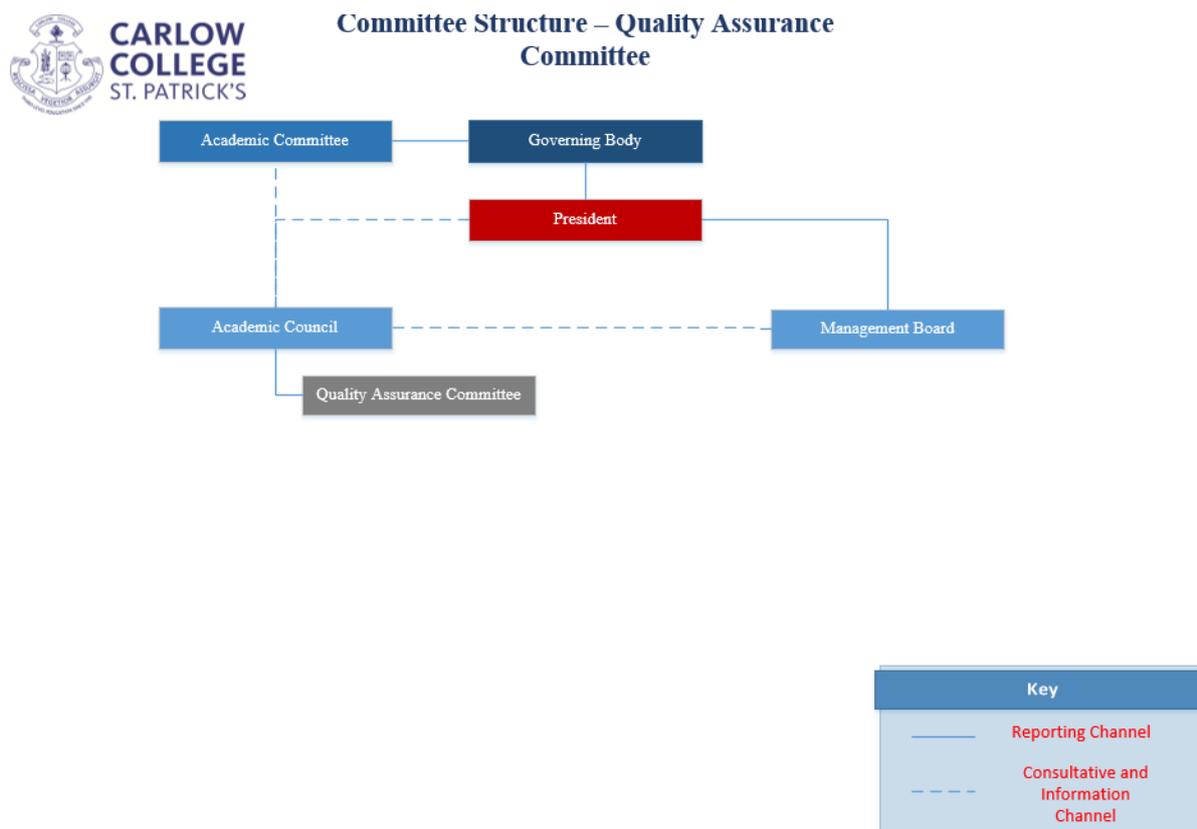
The Quality Assurance Committee is responsible for the development and maintenance of the *Quality Assurance Policy* at Carlow College, St. Patrick's (hereafter Carlow College) by ensuring that this Policy is compliant with both national and international benchmarks. Nationally, the Committee will ensure that the *Quality Assurance Policy* is compliant with the *Qualifications and Quality Assurance (Education and Training) Act 2012* and the complementary guidelines created by Quality and Qualification Ireland (QQI), *Core Statutory Quality Assurance (QA) Guidelines* (2016). Internationally, this Committee will ensure that the *Quality Assurance Policy* is compliant with the *Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)* (2015). In addition to the *Quality Assurance Policy*, the Quality Assurance Committee is responsible for the development / implementation of quality processes and quality assurance / quality improvement activities across academic and administrative areas of the College.

#### **Section 2: Membership**

Function	Mode of Selection
Quality Assurance Officer, Chair	Ex Officio
Vice President for Academic Affairs / Registrar	Ex Officio
Director of Operations	Ex Officio
Assistant Registrar for Academic Affairs	Ex Officio
President of Students' Union	Ex Officio
Academic Staff Representative	Elected by Academic Staff for three years
Academic Council Representative	Nominated by Academic Council for three years
Academic Council Representative	Nominated by Academic Council for three years

Learner Resource Committee Representative	Nominated by Learner Resource Committee for three years
Teaching, Learning and Assessment Committee Representative	Nominated by Teaching, Learning and Assessment Committee for three years

### Section 3: Reporting Structure



The Quality Assurance Committee’s primary remit is to develop and maintain the *Quality Assurance Policy* at Carlow College. The function of the Quality Assurance Officer is to provide direct assistance and leadership to committee members of the Committee and the College at whole to ensure that the quality systems at Carlow College are robust and improvement focused. The Quality Assurance Committee has a direct reporting channel to Academic Council and the Chair of the Committee will report monthly to Academic Council any quality assurance / quality improvement developments / issues.

### Section 4: Terms of Reference

The Quality Assurance Committee’s primary terms of reference are:

- create and keep records of meetings adhering to the *Guidelines Regarding Keeping Records of Meetings*;
- to develop the decision-making process within the team;

- to develop and maintain the *Quality Assurance Policy* of Carlow College;
- to direct and monitor quality assurance / quality improvement activities within the College;
- to review and enhance quality assurance policies / procedures;
- to support quality development at both the micro and macro levels to encourage and support the development of a quality culture;
- to ensure that Carlow College is active in meeting both national and international benchmarks for quality assurance;
- to lead and assist with all external quality reviews;
- to review all feedback received from external examiners and provide ongoing monitoring of the quality systems within the College.

### **Section 5: Frequency of Meetings**

The Quality Assurance Committee will meet four times a year during academic years where no Institutional Review is scheduled but will meet no less than once a month during academic years where Institutional Reviews are scheduled.



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## *Terms of References*

### **Research Ethics Advisory Committee**

#### **Section 1: Remit**

The remit of the Research Ethics Advisory Committee (REAC) is to ensure that all individuals involved in research projects via Carlow College, St. Patrick's (hereafter Carlow College) are familiar with, and adhere to, the appropriate ethical guidelines, policies and procedures laid down by their disciplinary or professional body. REAC places a special focus on the concept that particular attention must be paid to any research involving vulnerable participants. One role of REAC involves the design and conveyance of ethical guidelines, checklists and consent forms to all supervisors involved with learners at undergraduate level in Carlow College. A second role of this committee involves the discussion and consideration of approval to undergraduate learners who wish to involve vulnerable participants in their research projects when these matters are brought to the committees' attention by the dissertation supervisors. A third role of REAC involves consideration of granting ethical approval to postgraduate learners before any research involving human or animal participants commence.

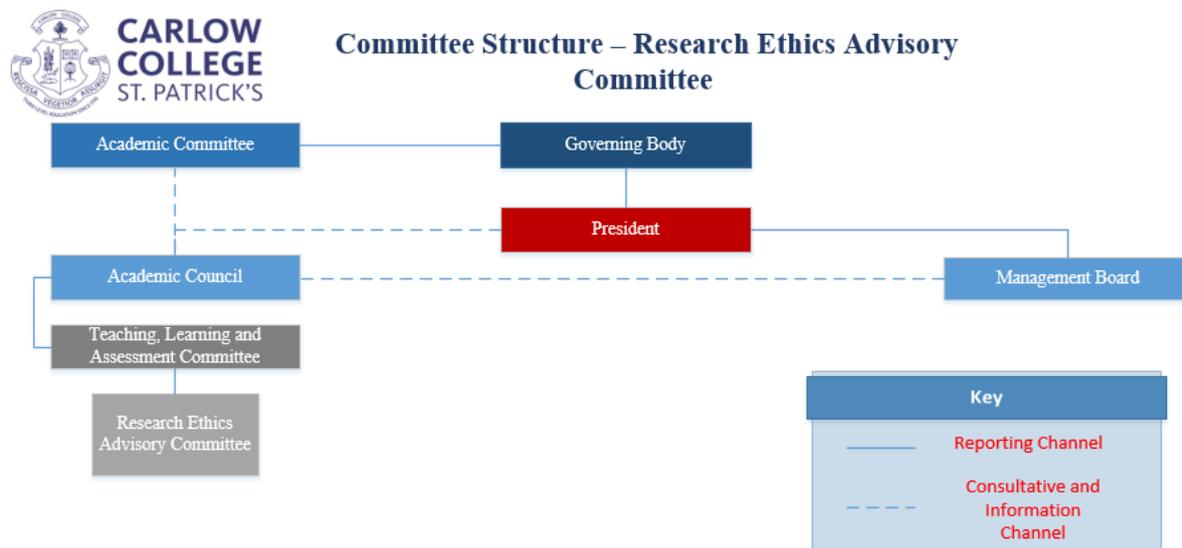
#### **Section 2: Membership**

The REAC is constituted by the Chair, and a representative from each of the Programme Boards (i.e., Humanities Programme Board, English and History Programme Board, Social Studies Programme Board, Citizenship & Community Studies Programme Board, MA in Therapeutic Child Care (MATCC) Programme Board. Committee members are nominated by two nominees other than themselves, and officers shall be elected by private ballot at the REAC Committee AGM held prior to the first Academic Council meeting of the Academic year. The positions are to be held for two years. The successful candidates will begin to function as officers from the closure of the AGM meeting.

<b>Function</b>	<b>Mode of Selection</b>
Representative from Applied Social Studies Programme Board	Ex Officio (Nominated by Programme Boards)
Representative from MATCC Programme Board	Ex Officio (Nominated by Programme Boards)
Representative from Humanities Programme Board	Ex Officio (Nominated by Programme Boards)
Representative from English & History	Ex Officio (Nominated by Programme Boards)

Representative from Community & Citizenship Programme Board	Ex Officio (Nominated by Programme Boards)
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### Section 3: Reporting Structure



The REAC is responsible for setting and maintaining good ethical guidance to learners and staff involved in research at Carlow College. As a committee, it operates as a sub-committee of the Teaching, Learning and Assessment Committee. The Chair of REAC, will inform other relevant College committees and staff members of its activities.

### Section 4: Terms of Reference

REAC is tasked with:

- designing and making available current and relevant ethical guidelines to staff and students at Carlow College;
- creating and making available ethic checklists to dissertation supervisors and postgraduate researchers at Carlow College;
- developing the decision-making process within the committee;
- supporting students in their efforts to conduct research at undergraduate/ postgraduate level;
- supporting and collaborating with ethical approval committees from other institutions when external research is being conducted within Carlow College;
- making decisions regarding ethical approval in a timely and supportive fashion.
- proposing, where relevant, current and effective policies and procedures to be approved by the Academic Council of Carlow College.

## Sub-Committee of Teaching, Learning and Assessment Committee

- holding at least three meetings each academic year to inform and be informed of ethical standards which are relevant to researchers at Carlow College;
- creating and keeping records of meetings adhering to the *Guidelines Regarding Keeping Records of Meetings*;

### **Section 5: Frequency of Meetings**

REAC will meet four times a year. The first meeting will occur in the first week of the Academic year to ensure all documentation is provided to staff supervising research projects prior to their initial meeting with their students. Meetings may be called outside of these set meetings when necessary.