

dublin
international
study
centre

Governance handbook

Study Group Ireland trading as

Dublin International Study Centre



quality assurance & enhancement office

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Governance handbook

Preface

We have written this handbook to support the regular and coherent operation of formal committees which have oversight of the education that is delivered in the Republic of Ireland on behalf of Study Group Ireland, trading as Dublin International Study Centre.

The first part of this handbook describes the governance and management structures that are in place, and which are designed to ensure that the operations of Study Group Ireland Limited, trading as Dublin International Study Centre, are delivering on the strategic aims of the organisation. It should provide you with all of the information you need to identify the roles and responsibilities of each of the governance bodies, and the senior colleagues undertaking work for Dublin International Study Centre (DISC). Further detail is provided in the appendices where detailed terms of reference and standing orders are included to aid you in finding any answers to specific governance questions.

The second part of this handbook provides advice, guidance and templates for you to set up and run any governance body (or formal meeting) in a way that is consistent with all of the other formal boards and committees for DISC. We have designed the templates provided for agendas, reports, minutes, and actions for ease of use and adaptation for a specific committee's needs (depending on context and requirements). We also hope that this handbook may be useful for those colleagues who support the effective management of any other working groups.

Colleagues providing agenda items for formal governance committees (e.g. Academic Board or Operations Committee) should use the templates included in this handbook to ensure a standardised approach, presentation and quality in support of governance activities.

If you require further information or have a query that is not dealt with in this handbook, please contact your Head of Centre in the first instance. If that is not possible or appropriate (e.g. you have a query that cannot be dealt with in centre), then please do contact the Quality Assurance and Enhancement Office (QAE) and we will assist in any way that we can (qae@studygroup.com).

Introduction

Study Group

1. Study Group is a leading provider of international education, with over 25 years' experience in driving success for thousands of students from across the globe. The Study Group Global Board have delegated legal, regulatory and operational responsibility for the education that is delivered in the Republic of Ireland to its wholly owned subsidiary company – Study Group Ireland Limited - mirroring the structure of organisational governance in other countries. While SGI is the registered company in Ireland, the higher education preparatory programmes are delivered by Study Group Ireland trading as Dublin International Study Centre . As the trading name for Study Group Ireland, Dublin International Study Centre (DISC) is the name for the organisation that is recognisable and understood by colleagues, partners and students.

Dublin International Study Centre

2. DISC entered a partnership with University College Dublin (UCD) in September 2011 to provide international students, who may not qualify for direct entry to the University, with a pathway onto a range of UCD undergraduate degree programmes. The key objective of DISC is to develop the academic and English language skills of its students, providing them with the best foundation for entry to, and success in, further study in higher education. Central to this objective is equipping students with appropriate subject matter knowledge at an appropriate level for future study, combined with the development of English language skills in an academic context. DISC is responsible for the setting and maintenance of academic standards of the programmes delivered and therefore formally approves each programme through a rigorous, published, process.

Language

3. Throughout the document we will refer to Study Group Ireland Limited, trading as Dublin International Study Centre, as DISC. This is a necessary step to ensure DISC meets the regulatory requirements of Quality and Qualifications Ireland (QQI). While there may be some references to Study Group Ireland Limited, they are restricted to the Board of Study Group Ireland Limited (the Board) and one or two specific mentions in relevant terms of reference. Where appropriate, and to ensure that there is no confusion as to who the provider of the programmes delivered at DISC is, we will caveat any mention of Study Group Ireland Limited with the inclusion of the phrase "...trading as Dublin International Study Centre".
4. Throughout the document 'we', 'us' and 'our' refers to the Quality Assurance and Enhancement Office (QAE) and 'you' refers to the colleague reading, and hopefully using, this document.
5. The QAE Office has operational oversight and responsibility for the quality assurance of academic provision around Study Group Global's network of International Study Centres (ISCs) in the UK and Republic of Ireland. QAE has been delegated responsibility, by the Board, to support and guide colleagues at DISC in the design, development and implementation of relevant policies and processes to assure the quality of educational provision and the maintenance of academic standards. Where requested, a member of the QAE office reports to DISC Academic Governance bodies on activity it has undertaken to support DISC colleagues.

6. We have used the term 'student' throughout this document. We use this to mean anyone learning, studying or training on a programme which will lead to them being eligible to progress to a university partner or to successfully meet their objectives for undertaking the learning.
7. We have also used the term 'educator' throughout the document. We use this to mean an individual who is involved in teaching, assessing or aiding learning. This can include people who are permanently employed and others who help to deliver the programme such as sessional or visiting lecturers and practice educators.
8. The term 'colleague' is used more broadly to refer to anyone involved in providing educational services to students. This could include educators as well as those involved in other areas, such as managing or administering the programme.

DISC governance

9. DISC's governance and management structure has been designed to hold true to the ethos, principles and requirements of good governance in higher education. Therefore, the arrangements (described below) have been designed to ensure that:
 - There is appropriate, effective oversight of education and training delivered at DISC;
 - There is proper separation between commercial and academic decision making;
 - The standards of education and training delivered at DISC meet the levels described in the National Framework of Qualifications (NFQ); and
 - QQI can receive appropriate assurance that quality standards are being maintained and that the reputation of the NFQ is protected.
10. In addition to this, the model of governance has been designed to enable DISC to fulfil its strategic objectives, to ensure it continues to be professionally managed and that it remains transparently accountable to its stakeholders.

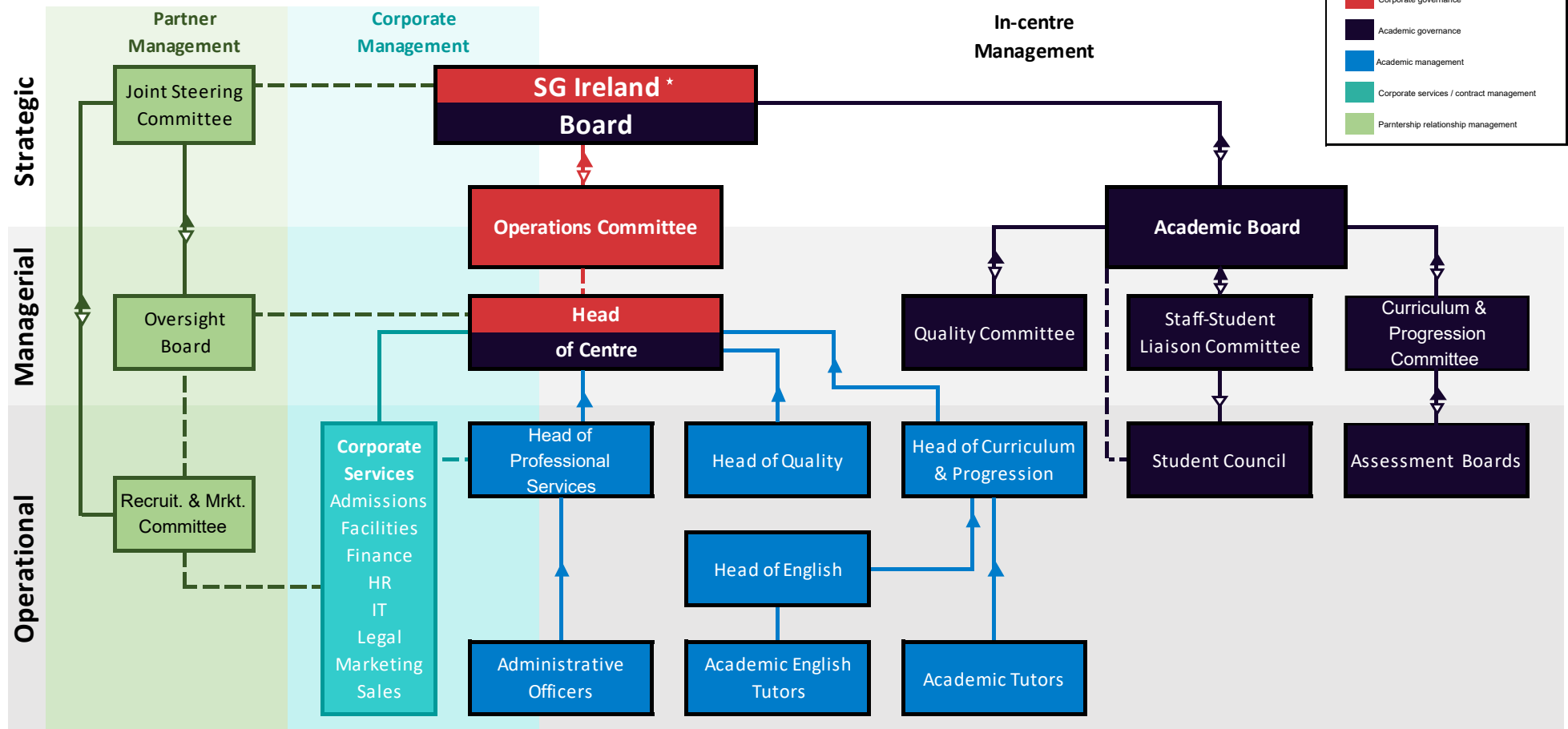
Governance structure

11. DISC's governance structure is comprised of several authoritative bodies and the constitution under which Study Group Ireland Limited, trading as Dublin International Study Centre, is incorporated provides for each of these bodies to fulfil a distinct role in the governance framework. A diagram of DISC's governance is included below ([Diagram 1](#)).

Study Group Ireland Limited Board

12. The Study Group Ireland Limited Board (the Board) is the governing body of DISC, with responsibility for overall strategy development as well as financial, regulatory and legal matters. The development of academic strategy and oversight of the effective operation of academic governance is delegated by the Board to the Academic Board (Academic Board). Therefore, Academic Board is responsible for teaching, learning, examinations, and quality assurance. A diagram of DISC's academic governance structure is included below ([Diagram 2](#)). Responsibility for the oversight of managerial decisions about the effective operation of DISC while identifying and addressing strategic risks is delegated, by the Board, to the Operations Committee (Operations Committee).
13. The Board also delegates responsibility for the day-to-day running of DISC to the Head of Centre. The Head of Centre is responsible for the line management of colleagues, and the provision of corporate services including admissions, facilities, finance, HR, IT, legal, marketing and sales.
14. The Board remains accountable to the Study Group Global (SGG) Top Co. Board for fulfilling any obligations it may have in line with the SGG strategy. The Board will report to the SGG Top Co. Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at the SGG Top Co. Board's request.
15. The following governance bodies report directly to the Board:
 - Academic Board; and
 - Operations Committee.

Diagram 1) - Governance, management and staffing



* Study Group Ireland Limited, trading as Dublin International Study Centre

Academic Board

16. Academic Board has delegated authority from the Board to act as the principal academic authority of DISC. Academic Board is responsible for the governance of all academic activities including academic policies, the management of academic risk, the delivery of programmes, oversight of students' academic performance and ownership of quality assurance processes. It also advises the Board on academic matters including (but not limited to) teaching, learning, and scholarship.
17. The following governance bodies report directly to Academic Board;
 - Quality Committee;
 - Staff Student Liaison Committee; and
 - Curriculum and Progression Committee.
18. In addition to the above, Academic Board has delegated key responsibilities to the Centre Management Team (CMT). The CMT is responsible for ensuring that all academic policies and procedures, owned by Academic Board, are implemented as designed and written. The CMT serves as the primary source of advice to Academic Board on matters relating to the delivery of teaching and learning at DISC, the performance of students and the impact of scholarly and research activity undertaken by DISC staff.
19. In consultation with other relevant colleagues the CMT also develops, for approval by Academic Board, DISC's academic planning, teaching resource allocation, performance evaluation, and quality assurance cycle.

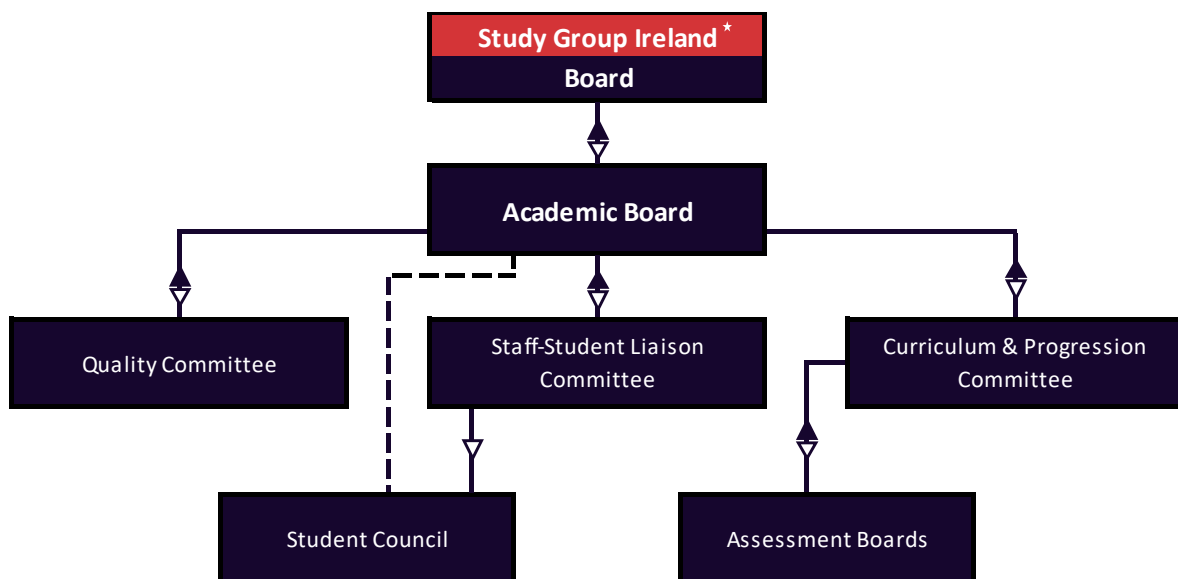
Operations Committee

20. The Operations Committee (OPC) has delegated authority from the Board for oversight of DISC's corporate operations. The Committee is DISC's primary operational decision-making body with responsibility for ensuring the effective provision of services which support teaching and learning activities at DISC. It oversees operations and directs the implementation of DISC's operational plans and policies while identifying any operational threats or risk to the successful implementation of SGI's strategy.
21. Operations Committee has delegated key responsibilities to the CMT. The CMT is responsible for ensuring that all operational policies and procedures, owned by the Operations Committee, are implemented as designed and written. The CMT serves as the primary source of advice to the Committee on matters relating to the smooth running of DISC, the performance of corporate services sourced from Study Group Global (financial, HR, legal, IT and facilities (campus) services), the performance of DISC staff, and the impact of external pressures on DISC.
22. Additionally, in consultation with other relevant colleagues, the CMT develops, for approval by the Operations Committee, DISC's annual management plans, accounts and operational risk mitigation strategies.

Academic governance

23. As highlighted by the responsibilities of Academic Board and Operations Committee, DISC's governance has a clear separation of powers and obligations for the different parts of the governance structure. Academic Board is DISC's principal academic authority and as such it has primacy and oversight of all boards and committees which are in place to assure the quality of educational provision. It also has a responsibility to ensure that relevant standards are being met by students through the study of their programmes. In this section we highlight the academic governance of DISC and what each of the committees do with the delegated responsibilities that they have been given, either by the governing body or by Academic Board.
24. Further information about the roles and responsibilities of the different committees can be found in the terms of reference [section of the appendices](#). The terms of reference set out the purpose, remit and authority of each of the committees along with who should sit on those committees. These are complemented by the Standing Orders ([a different section of the appendices](#)) which outline how meetings of the committees should take place and how decisions can be made. There are specific standing orders for the Board, Operations Committee and Academic Board but other committees have a template set of standing orders that they can use to manage the business that they consider which are also in the [appendices](#).

Diagram 2) - Academic Governance



* Study Group Ireland Limited, trading as Dublin International Study Centre

Quality Committee

25. The Quality Committee has responsibility delegated to it by Academic Board for the oversight of the implementation of all quality assurance policies and procedures at DISC. It ensures that quality assurance activities are completed, after the completion of one academic cycle and prior to the start of a future academic cycle, to ensure that the results of those activities can be reported to Academic Board and acted upon in good time. Quality Committee also ensures that relevant policies and processes are kept up to date through the maintenance of a regular process of scrutiny and revision of those policies. The Quality Committee will also make recommendations to Academic Board about the

effectiveness of any quality assurance policy or process and recommend any changes to improve the effectiveness or efficiency of those policies or processes.

Staff-Student Liaison Committee

26. The Staff-Student Liaison Committee (SSLC) acts as a formal channel whereby the views of students can be expressed and sought. SSLC is made up of elected students (reps) from each tutorial group at DISC, a member of the CMT, and a member of the Professional Services Team. Student representatives hold a vital role in promoting the student voice and are given training and guidance on what is expected of them as representatives. The role is voluntary, and the benefits can include improving and enhancing a skillset that includes diplomacy, responsibility, leading group discussion, self-development, and co-ordinating with other students and staff of all levels. In performing its role, the SSLC collates feedback from student representatives on programme delivery, access to resources, and any feedback related to the student experience. It also receives feedback from Student Council, enabling any student (regardless of if they are an elected rep or not) to provide feedback on their experiences.

Curriculum and Progression Committee

27. The Curriculum and Progression Committee (CPC) has two responsibilities. The first is to monitor the delivery of all programmes at DISC and ensure that the outcomes of the assessment boards are in line with expectations. The second is to provide a forum for all those involved in the delivery of programmes to be involved in identifying future developments in the ways their programmes are delivered and managed and to share and enhance practice. The CPC is chaired by the Head of Curriculum & Progression and includes key staff who are involved in the delivery of the programme(s) with input from collaborative partners or external stakeholders as appropriate.

Student Council

28. The Student Council is an advisory forum of students that provides an opportunity for DISC students to raise, and discuss, their experiences of their education and identify actions that could improve their, and others', experience. The purpose of the Student Council is to provide a forum for all DISC students to raise, in a safe environment, any experiences they have had and how they have impacted the quality of their time in Dublin. While the primary focus is on matters relating to students' experience of their programmes (including academic standards, the quality of learning, teaching and assessment, and the quality of information) any item relating to the wider student experience may be discussed. Student Council reports to the SSLC regularly but also has a link to Academic Board to raise issues directly with the primary academic body of the organisation, when the council feels that this is appropriate.

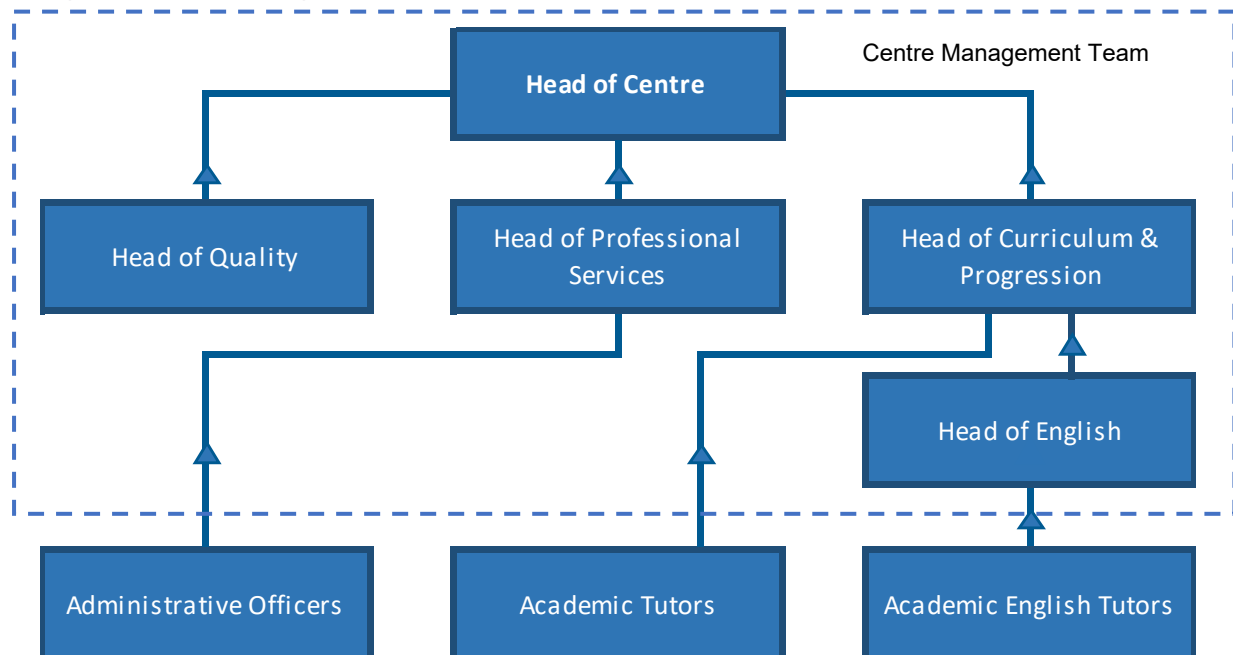
Assessment Boards

29. The assessment boards, the Programme Assessment Board (PAB) and Module Assessment Board (MAB), are responsible for determining the progress or otherwise of students at intermediate stages of DISC programmes and the final decisions or recommendations, as appropriate, at the final stage. The MAB reports directly to the PAB and then the PAB reports the final results to the Curriculum and Progression Committee.

DISC management and staffing

30. DISC's management structure ([Diagram 3](#)) has been designed to ensure that the centre is managed and operated effectively and has clear lines of responsibility and accountability. It has been designed to aid effective management of DISC and ensure objective oversight of its financial and operational sustainability. It has also been designed to help ensure that there is a correlation between DISC's financial policy, its vision and mission, its strategic goals and the quality and standards of its academic provision.

Diagram 3) Staffing Structure



31. DISC's Centre Management Team (CMT) comprises the Head of Centre, Head of Curriculum & Progression, Head of English, Head of Professional Services and Head of Quality. The team meets regularly (normally every two weeks), and other DISC staff attend when required. The Head of Centre reports to the Board and Operations Committee.

Centre Management Team

32. The CMT is responsible for overseeing the day-to-day running of DISC and the delivery of its academic offering. This includes:
- managing the aims and objectives of DISC as set by its senior governance (operational and academic) committees and boards;
 - advising the Head of Centre on matters for decision;
 - reviewing and monitoring the progress of the Centre Action Plan (CAP) and effectiveness of other DISC strategy documents;
 - managing DISC resources and its facilities to ensure quality academic provision and an overall excellent student experience;

- reviewing data from student complaints and appeals, academic misconduct panels and personal mitigating circumstances panels;
- regular review of DISC's practices, policies and procedures to ensure they remain appropriate and effectively implemented in DISC; and
- managing staff, teaching and support/professional services, with a particular focus on strong recruitment, staff development (CPD) and performance.

33. This section details the key roles and responsibilities of DISC management. Full job descriptions are attached as appendices to this document.

Head of Centre

34. The Head of Centre is appointed by the Board and is responsible for running DISC, reporting to the Board as well as Operations Committee. A detailed job description can be found in [Appendix Di](#), but the key responsibilities of the Head of Centre include:

- develop and maintain an effective working partnership with key UCD functions;
- achieving the agreed progression rate of students moving from DISC to UCD;
- overseeing the quality assurance processes in DISC;
- overseeing the administration of DISC;
- overseeing provision of student welfare support; and
- overseeing staff recruitment, staff support and staff development.

Head of Curriculum & Progression

35. The Head of Curriculum & Progression reports to the Head of Centre and Academic Board. A detailed job description can be found in [Appendix Dii](#), but the key responsibilities of the Head of Curriculum & Progression include:

- responsibility for academic standards, the provision of learning and teaching, and the accuracy and completeness of all programme related information, ensuring that these are managed appropriately and in accordance with policies and procedures;
- ensuring the consistent implementation of DISC's Learning, Teaching and Assessment Strategy; and
- planning and monitoring progression tracking activities and student outcomes planning within DISC.

Head of English

36. The Head of English reports to the Head of Curriculum & Progression. A detailed job description can be found in [Appendix Div](#), but key responsibilities of the Head of English include:

- the maintenance and management of academic standards, quality assurance and enhancement of English and academic skills modules within DISC.

Head of Professional Services

37. The Head of Professional Services reports to the Head of Centre and Operations Committee. A detailed job description can be found in [Appendix Diii](#), but key responsibilities of the Head of Professional Services include:

- ensuring compliance with policies and procedures;
- contributing to the implementation of quality assurance processes;

- overseeing the provision of student experience and welfare services; and
- responsibility for the delivery of an effective administrative service.

Head of Quality

38. The Head of Quality reports to the Head of Centre and Academic Board. A detailed job description can be found in [Appendix Dv](#), but the key responsibilities of the Head of Quality include:

- leading on, and monitor, the updating of key policies and processes relating to the assurance of quality and standards;
- ensuring adherence to all QA policies and procedures through embedding a quality culture throughout DISC;
- lead on, and having responsibility for, all internal quality assurance and enhancement activity; and
- ensuring that all governance bodies have the correct information to be able to conduct their business appropriately.

University Partnership Director

39. To ensure that DISC gains the benefits of being part of the wider Study Group organisation there is a close relationship between DISC and the rest of the International Study Centres (ISCs) that deliver education in the rest of the world. These relationships are managed by two University Partnership Directors, who each have a direct relationship with half of the ISCs within the Study Group Global network.

40. To ensure that this relationship continues to work effectively, a University Partnership Director has been tasked, by the Board, to take day-to-day line management responsibility for the Head of Centre at DISC. This allows the Head of Centre to engage effectively with the Study Group Global network, access opportunities for CPD, share best practice and to benchmark performance of DISC with other ISCs around the world. To ensure that there is effective engagement within DISC governance, the University Partnership Director is also the Chair of the Operations Committee. This arrangement also provides the Head of Centre with support from a senior member of the global organisation to help with operational matters as they arise.

Study Group Global Corporate Services

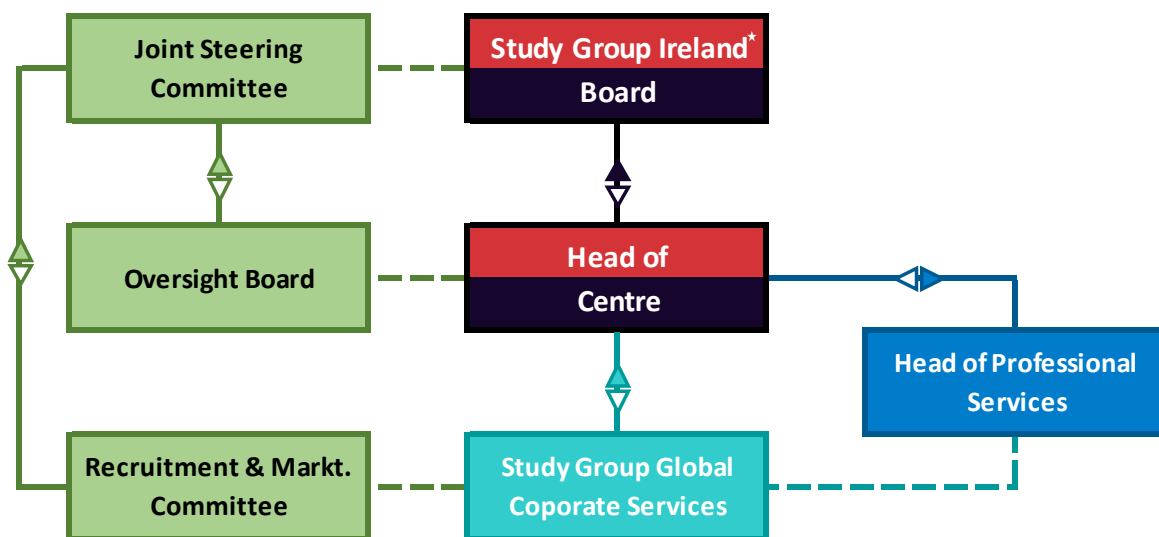
41. DISC leverages the specialist knowledge and expertise of SGG in areas such as recruitment, HR and finance, and therefore meets regularly with the relevant members of staff. The budget for physical and human resources for DISC is reviewed on a monthly basis by the Head of Centre, who will meet with HR and Finance representatives from SGG.

42. In addition, bi-monthly long-term planning calls take place between the Head of Centre and SGG staff members as required. This includes the University Partnership Director, the HR business partner, the Commercial Finance partner, and a member of the Talent Acquisition team.

Partner management

43. All Study Group Global International Study Centres work closely with a partner Higher Education Institution. DISC is embedded in the campus of University College Dublin (UCD) and students from DISC usually progress to relevant programmes of study at UCD, although they are not obligated to do and pursue further education wherever they wish. To ensure that the programmes delivered by DISC are appropriate and that the recruitment efforts of the centre are in line with the needs of UCD, a series of governance committees are in place to manage and oversee the contractual relationship between the partner organisations.
44. In this section we highlight the details of the committees that manage and oversee the partnership, how they work together and how these bodies interact with the governance bodies, and management structures, of DISC.

Diagram 4) Partner governance structure



*Study Group Ireland Limited, trading as Dublin International Study Centre

Joint Steering Committee

45. The Joint Steering Committee oversees the essential activities for ensuring that DISC maintains a strong and effective working relationship with UCD and fulfils the objectives of both parties in the formal agreement. The overall determination of the strategic relationship between DISC and UCD is the responsibility of the Joint Steering Committee. It reviews the strategic direction of the partnership and its implementation and considers changes or additions to existing operations. The contractual agreement establishes the key areas of strategic partnership upon which the steering committee develops its direction.

Oversight Board

46. The Oversight Board is the key forum for both partner organisations to monitor the academic standard that DISC students reach once they have successfully completed their programmes and the quality of the learning opportunities offered. Most joint

academic matters will be dealt with through the Oversight Board but if the issues require more senior or strategic input, it will be reported to the Joint Steering Committee. In addition, matters may be reported from the Oversight Board to the relevant UCD committee(s).

Recruitment and Marketing Committee

47. The Recruitment and Marketing Committee is the key forum for both partner organisations to design and develop the messages that will be used to attract students to the programmes offered by DISC. It will monitor the output from the Study Group Global corporate services (primarily in the areas of marketing and recruitment) and ensure that there is oversight of the working relationship that is key to meeting any aims agreed at the Joint Steering Committee. Most recruitment and marketing issues will be dealt with by the Committee however it can report issues to the Joint Steering Committee if more senior input is required.

Study Group corporate services

48. Given the size of the centre, DISC utilises the corporate services of Study Group Global to ensure that it remains efficient and cost effective while delivering a high-quality educational experience to its students. To help maintain an effective partnership with UCD, DISC uses the services of the marketing and recruitment teams within Study Group Global to meet the requirements of the partnership (as outlined by the Joint Steering Committee). The operational work that needs to be undertaken is managed by the Head of Centre with some aspects delegated to the Head of Professional Services with the Recruitment and Marketing Committee providing governance oversight.

Governance guidance

Agenda development

49. All committee or board meetings should be supported by the circulation of an agenda and papers in advance of the meeting. Agendas (and the accompanying circulation of papers) play a key role in enabling committee meetings to function efficiently and prioritise key items of business. Colleagues may find the following steps helpful in the development and circulation of an agenda.
50. Colleagues may wish to adopt the guidelines and template for the standard format of an agenda which can be found in [appendix Ci](#).

Scheduling

51. It is helpful to for committee secretaries to develop a business schedule or forward agenda. This identifies the items which have been scheduled, or are anticipated for future meetings of the committee, and can also highlight those items which are pending scheduling.

Drafting papers and reports to committees

52. To support boards and committees in discharging their responsibilities, it is essential that all reports and papers presented for their consideration are clear, concise and make appropriate recommendations in line with the board/committee's authority and terms of reference.
53. Report authors should ensure papers are concise (ideally within a word length of no more than 2,000-3,000) with a limited number of appendices. Paperwork which is both concise and precise will help facilitate effective preparation and contribution during meetings by board/committee members
54. Guidance for the creation and submission of reports and papers can be found in [appendix Ciii](#). We designed the guidance to be fairly generic in nature to aid in the adoption of the principles laid out to be applied for any governance or management board/committee. Board/committee Chairs and Secretaries may also wish to develop more specific, localised guidance regarding their governance bodies' expectations and requirements for the papers and reports which it receives
55. We have created a cover paper template for all boards/committees which can be found in [appendix Civ](#).

Minutes and actions

Minutes

56. Minutes are a vital component of good governance. The minutes of a meeting provide an accurate, impartial and balanced record of the business transacted at a meeting. Minutes must be recorded in clear and concise form, and must include:
 - The formal recommendations and formal decisions which a board/committee has made, in line with its terms of reference;

- The documentation which the board/committee had before it to enable it to reach that recommendation or decision; and
- As appropriate, the key points in the documentation and discussion which led to the board/committee's formal recommendation/decision.

57. Minutes should normally:

- Be action focused and indicate responsibility for actions, key deliverables and timescales;
- Be drafted in the past tense;
- Not attempt to be a verbatim record of discussion, akin to a record of a debate in Oireachtas. A good set of minutes will strike a balance between being concise, but also precise. Minutes should document the reasons for the decision and include sufficient background information for future reference; and
- Not identify individuals by name, although reference can be made to office holders (e.g. Head of Centre).

58. If an individual member objects strongly to a decision taken by the board/committee and asks for this objection to be recorded in the minutes, it is reasonable for this request to be accepted.

59. We have created a 'Minutes' template for all boards/committees and this (with guidance notes) can be found in [appendix Cv](#).

60. Once a set of draft minutes has been written, it is good practice to ask the most senior officer in attendance at the meeting to review them, prior to them being shared with the Chair. The Chair of a board or committee is responsible for signing off draft minutes as ready for sharing for approval with the committee as a whole. Minutes are normally presented to the committee's following meeting for formal approval. On occasion, especially if there is a substantial gap between meetings, minutes can be approved via correspondence.

61. Minutes should be drafted as soon as possible following the meeting. Once the Chair has signed off the un-approved minutes, it can be helpful to share these with board/committee members for comment. This can enable any suggested revisions to be considered and amendments made before the minutes are presented for formal approval at the next board/committee meeting.

Actions

62. It is good practice to include actions (and responsibility for their completion) in minutes, and, if required, separate Matters Arising/Action Log. Actions should normally be:

- Drafted to be SMART – Specific, Meaningful, Action-oriented, Realistic, and Timely;
- Include a target date for completion (in most instances, this will be by the time of the next meeting); and
- Be available to colleagues who need to take steps on any point, as early as possible following the meeting and the drafting of the minutes.

63. We have created a 'Matters Arising/Action Log' template for all boards/committees and this can be found in [appendix Cvi](#).

Appendix A - Terms of Reference

Terms of Reference

Appendix Ai – Study Group Ireland Limited Board

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Study Group Ireland Limited Board (the Board), to help manage expectations (of members and proposers of business), and to enable the Board to hold itself accountable for its responsibilities as delegated to it by Study Group (Global). As such, these ToRs set out the extent and limits of the Board's duties and responsibilities for which it is accountable. They have also been designed to provide a framework (along with the Standing Orders) to ensure members of the Board are able to make informed decisions.

Purpose and remit

2. The Board has been established to discharge legal and regulatory responsibilities as:
 - a. The owner and operator of any and all Study Group International Study Centres (ISCs) located in the Republic of Ireland; and
 - b. As further set out in the remit section of these ToRs (below).
3. Nothing in these ToRs is intended to conflict with the statutory duties and obligations of the Board Members as directors of SGI.

Remit

4. The remit of the Board shall comprise the following:
 - a. To discharge its responsibilities as provider of the ISCs in areas including, but not limited to:
 - i. governance;
 - ii. academic quality and assurance;
 - iii. the student experience;
 - iv. the staff experience;
 - v. student welfare;
 - vi. ensuring the protection of enrolled learners;
 - vii. safeguarding and protection; and
 - viii. inspections and regulatory reviews.
 - b. to refer to the Academic Board, as appropriate, for guidance and advice in relation to the matters set out in clause 4a and to consider such advice;
 - c. to appoint, review and approve the annual safeguarding reviews;
 - d. to annually review the Centre Risk Register;
 - e. to regularly review and approve the Centre Action Plan;
 - f. to delegate responsibility to the Academic Board for matters of academic policy;
 - g. to delegate responsibility to the Operations Committee for operational matters;

- h. to receive, review and consider quarterly reports from the Academic Board in and to review, consider and approve the Academic Board's Annual Monitoring Report;
- i. to engage with relevant statutory and regulatory bodies including, but not limited to, Quality and Qualifications Ireland (QQI) and the Department of Justice; and
- j. to discharge its responsibilities and obligations as a private limited company trading in the Republic of Ireland. Including, but not limited to the responsibility for:
 - ix. financial sustainability;
 - x. raising issues of operational and contractual risk by way of regular reporting to Study Group's Global Audit and Risk Committee;
 - xi. providing effective management and governance; and
 - xii. fulfilling statutory obligations in relation to:
 - health and safety;
 - data protection;
 - Republic of Ireland visa and immigration policy; and
 - academic regulatory issues.

Delegation

- 5. Subject to the exceptions detailed below, the Board may delegate its powers, functions and duties to any person, committee or body.
- 6. The Board shall not delegate responsibility for:
 - a. the approval of DISC's overall strategy or strategic plan; or
 - b. any legal or regulatory responsibilities it has as a private limited company trading in the Republic of Ireland.
- 7. Where the Board considers it necessary to delegate responsibility, it will issue the governance body, or individual, with specific terms of reference outlining the authority and/or powers it has delegated. These terms of reference will also outline how the Board will receive relevant reports as to how this delegated power/authority is being utilised and the effect of this delegation.

Composition

- 8. The Board shall consist of the following persons:

Membership role	Membership criteria
Chair	Chief Financial Officer, Study Group Global
Ex-officio	Head of Centre, Dublin International Study Centre
	Chief Executive Officer, Study Group Global
Secretary	A member of the Legal and Compliance team, Study Group Global
In attendance	Managing Director, University Partnerships, Study Group Global
	University Partnership Director, Study Group Global
	Academic Registrar and Director of Quality, Study Group Global

10. To ensure that appropriate scrutiny of the business relating to the successful operation of SGI, certain office holders shall be expected to attend all meetings of the Board. These individuals will be determined by, and communicated to, by the Board. The Board also reserves the right to invite other Study Group Global office holders to attend its meetings where appropriate.

Quorum

11. The quorum for meetings of the Board shall be two members, where three members are appointed. The quorum for meeting of the Board shall be three members when more than three members are appointed. This calculation for quoracy must include the Chair and at least one ex-officio member.

Role of Board members and standards of behaviour

12. SGI is committed to maintaining the highest standards in the conduct of its activities. Board members are expected to perform their duties faithfully, efficiently, and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.

Membership

Appointment

13. The Chair of the Board will be appointed by Study Group Global Top Co. Board.
14. The Secretary will normally be appointed by the Legal and Compliance team of Study Group Global. If the Secretary is unable to fulfil their role the Quality Assurance and Enhancement Office will provide alternative arrangements until such time as the Secretary is able to provide secretarial support to the Board.
15. All ex-officio members will become members of the Board on appointment to their role.

Reporting

16. The Board remains accountable to the Study Group Global Top Co. Board for fulfilling any obligations it may have in line with the Study Group's Global strategy. The Board will report to the Study Group Global Top Co. Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at the Study Group Global Top Co. Board's request.

Review of operation

17. The Board will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Aii –Academic Board

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Academic Board to help manage expectations (of members and proposers of business) and to enable the Board to hold itself accountable for its responsibilities, as delegated to it by the Board, (the governing body). As such these terms of reference set out the extent and limits of Academic Board's duties and responsibilities for which Academic Board is accountable to the governing body. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of Academic Board are able to make informed decisions.

Purpose and responsibilities

2. The governing body has determined that Academic Board is the principal academic authority of Dublin International Study Centre (DISC) with responsibility to oversee all aspects of academic activity across all activities within any international study centre located in the Republic of Ireland (RoI). As such, Academic Board is responsible on behalf of the governing body for the following:

Academic strategy

3. Determining DISC's overall scholarly and research strategy. This includes setting objectives for the organisation that ensure that strategic objectives are realised.

Academic quality and standards

4. The setting and maintenance of academic standards in line with DISC's expectations and any regulatory requirements relevant to the region(s) in which DISC is operating.
5. The assurance of the quality of any DISC academic provision regardless of where any programme or service is being delivered including when that provision is partly being delivered by a partner institution.

Student experience

6. Ensuring that the non-academic student-facing services that support students to access, succeed in, and progress from their programmes is contributing effectively to DISC meeting its strategic academic and research aims and objectives.

Regulatory expectations and assurance

7. Ensuring that DISC programmes of study, their delivery, and the provision of student-facing services and information meet all applicable regulatory requirements.

Risk assurance

8. The identification and management of areas of potential risk in connection to those areas within its remit. This includes areas of potential risk in relation to academic provision and the student experience.

Powers

9. As part of the delegated responsibilities provided to it from the governing body Academic Board has the power to:
 - a. make recommendations to the governing body in relation to the academic structure and organisation of DISC Study Group Ireland;
 - b. review, amend and refer back control or disallow any act of its sub-committees and give direction to any such governance body;
 - c. approve any and all regulations and policies that govern the delivery of any DISC academic programme or service and the conduct of assessments;
 - d. suspend regulations relating to teaching learning and assessment in the interest of students as a last resort should DISC's business be disrupted and to report any such action to the next ordinary meeting of the governing body;
 - e. discuss and provide an opinion on any scholarly or research matter (relating to DISC) to the governing body, who shall consider and respond to the same;
 - f. institute, maintain and review a register of academic risks;
 - g. receive reports, minutes and information from delegated committees in order to fulfil its responsibilities as delegated to it by the governing body including but not limited to;
 - information regarding student complaints;
 - information regarding academic misconduct;
 - information regarding academic appeals;
 - information regarding personal mitigating circumstances;
 - information on student outcomes;
 - information on student progression; and
 - information derived from student satisfaction surveys
 - h. on the advice of the Quality Committee, approve new programmes;
 - i. on the advice of the Quality Committee, approve modifications to existing programmes (including suspension and withdrawal);
 - j. on the advice of the Quality Committee, approve the appointment or removal of External Examiners for all programmes;
 - k. provide advice and opinion to the governing body on the formation and implementation of the Centre Action Plan;
 - l. uphold the principle that academic staff shall have the freedom to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges.

Composition

10. Academic Board shall consist of the following persons:

Membership	Membership criteria
Chair	Independent member
Ex-officio members	Chair of the Curriculum & Progression Committee
	Chair of the Quality Committee
	Chair of the Staff Student Liaison Committee
	Chair of Student Council
Independent member(s)	Appointed by the governing body
Staff member(s)	Two members appointed by CMT
Secretary	To be provided by the QAE team, Study Group Global
Attendance required	Head of Centre

11. The Academic Board will always contain at least one independent member (normally the Chair) an additional member independent of DISC, two ex-officio members, one member from a centre and one student member. The Chair of Student Council can act as the student member and/or as an ex-officio member where required for quoracy.
12. At such times as Academic Board deem necessary for the effective and efficient conduct of its business, it can co-opt up to two additional members, in any category of membership, for a term equivalent to a non-co-opted member.
13. Academic Board will therefore always have at least five members and at most eight members at any time, with a possible further two members by co-option.
14. To ensure that appropriate scrutiny of the delivery of DISC's academic strategy can be undertaken certain DISC office holders shall be expected to attend all meetings of Academic Board. These individuals will be determined by, and communicated to, by Academic Board. Academic Board also reserve the right to invite other Study Group Global office holders to attend its meetings where appropriate.

Term of membership

15. Appointments to Academic Board shall be for a period of three years, extendable by no more than one additional three-year period, as long as members continue to meet the conditions determined by the governing body.
16. Members will be notified by the Secretary of their nominal term of office expiry at the beginning of each year. If applicable they will be offered the opportunity to extend their term of membership.
17. Should a member decline to extend their membership of Academic Board, or they do not meet the criteria for extension, then the Secretary will notify the Chair that a new appointment will need to be made.
18. The Secretary will ensure that the processes for appointing new members will commence in good time to ensure that Academic Board has the membership required to conduct its business effectively.

19. In exceptional circumstances any member's term of membership may be extended to ensure that Academic Board can continue to conduct its business effectively. Should this be required any member, who does not meet the criteria for extension, can have their membership extended for up to one additional year by the Chair.

Quorum

20. The quorum for meetings of the Academic Board shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This must include the Chair (or Deputy Chair) at least one ex-officio member, at least one independent member and at least one of the academic or student members.

Role of members of Academic Board and standards of behaviour

21. DISC is committed to maintaining the highest standards in the conduct of its activities. Academic Board members are expected to perform their duties faithfully, efficiently and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.

Delegation

22. Subject to the exceptions detailed below, Academic Board may delegate any of their powers, functions and duties to any person, committee or body.
23. Academic Board shall not delegate responsibility for:
 - a. the approval of DISC's academic strategy or academic strategic plan;
 - b. making, amending or revoking any of the terms of reference, schemes of delegation or standing orders relating to the business of Academic Board; and
 - c. any other powers as directed by the governing body.
24. Where Academic Board considers it necessary to delegate responsibility, it will issue the governance body, or individual, with specific terms of reference outlining the authority and/or powers it has delegated. These terms of reference will also outline how Academic Board will receive relevant reports as to how this delegated power/authority is being utilised and the effect of this delegation.

Reporting

25. Academic Board remains accountable to the governing body in all respects. Academic Board reports to the Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at the governing body's request.

Review of operation

26. Academic Board will review its operation annually, including its ToRs and Standing Orders.

Terms of Reference

Appendix Aiii – Operations Committee

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of Operations Committee to help manage expectations (of members and proposers of business) and to enable Operations Committee to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of Operations Committee's duties and responsibilities for which Operations Committee is accountable to the Board (governing body). These ToRs have also been designed to provide a framework (along with the Standing orders) to ensure members of Operations Committee are able to make informed decisions.

Purpose and responsibilities

2. The governing body has determined that Operations Committee is the principal operational authority of DISC with responsibility to oversee all aspects of corporate and operational activities which support the effective delivery of DISC's strategy. As such, Operations Committee is responsible on behalf of the governing body for the following:

Operational strategy

3. Via authority delegated by the governing body, Operations Committee is responsible for determining DISC's overall operational and risk mitigation strategy. This includes setting objectives for the organisation that ensure strategic objectives are realised.

Risk assessment

4. Operations Committee is required to assess risk and trends at a macro level to inform strategy and resource allocation as needed to address risks that could impair DISC's performance.

Alignment & monitoring

5. Operations Committee is required to ensure alignment across DISC on priorities, through the implementation of the operational strategy, encompassing the monitoring and assessment of any appropriate risk management activities.

Student wellbeing

6. Operations Committee is required to ensure that policies, process and activities are in place to support the wellbeing of all students at DISC.
7. As part of the delegated responsibilities provided to it from the governing body, Operations Committee has the power to:
 - a. develop, and keep under regular review, the operational strategy of DISC and to make such recommendations to the governing body as may be requisite for its implementation through the Centre Action Plan;

- b. ensure that appropriate resources are available to support the development, and future operation, of any new programmes;
- c. ensure that appropriate resources are allocated to support student wellbeing;
- d. implement changes based on staff feedback and make recommendations to the governing body based on the same information;
- e. make recommendations to the governing body in relation to the operational structure and organisation of DISC;
- f. consider and endorse the annual safeguarding review report for approval by AB;
and
- g. institute, maintain and review a register of operational risks.

Composition

8. Operations Committee shall consist of the following persons:

Membership role	Membership criteria
Chair	University Partnership Director, Study Group Global
Ex-officio members	Head of Centre, DISC
	Head of Professional Services, DISC
Secretary	Administrative Officer, DISC
In attendance	Head of Curriculum & Progression, DISC
	Head of Quality, DISC

9. Operations Committee will always contain at least one member who attends meetings of the governing body (normally the Chair) and two ex-officio members.
10. At such times as the Operations Committee deems necessary for the effective and efficient conduct of its business, it can co-opt up to two additional members, in any category of membership, for a term equivalent to a non-co-opted member.
11. Operations Committee will therefore always have at least three appointed members with a possible further two members by co-option.
12. To ensure that appropriate scrutiny of the delivery of DISC's operational strategy can be undertaken, certain DISC office holders shall be expected to attend all meetings of Operations Committee. These individuals will be determined and communicated to by Operations Committee. The Committee also reserves the right to invite other Study Group Global office holders to attend its meetings where appropriate.

Quorum

13. The quorum for meetings of Operations Committee shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This includes the Chair and at least one ex-officio member.

Role of members of Operations Committee and standards of behaviour

14. DISC is committed to maintaining the highest standards in the conduct of its activities. Operations Committee members are expected to perform their duties faithfully, efficiently, and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.

Delegation

15. Subject to the exceptions detailed below, Operations Committee may delegate its powers, functions and duties to any person, committee or body.
16. Operations Committee shall not delegate responsibility for:
 - a. the approval of DISC's operational strategy or strategic plan;
 - b. making, amending or revoking any of the terms of reference, schemes of delegation or standing orders relating to the business of Operations Committee; or
 - c. any other powers as directed by the governing body.
17. Where Operations Committee considers it necessary to delegate responsibility, it will issue the governance body, or individual, with specific terms of reference outlining the authority and/or powers it has delegated. These terms of reference will also outline how Operations Committee will receive relevant reports as to how this delegated power/authority is being utilised and the effect of this delegation.

Reporting

18. Operations Committee remains accountable to the governing body in all respects. Operations Committee reports to the governing body via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at the governing body's request.

Review of operation

19. Operations Committee will review its operation annually, including these Terms of Reference.

Terms of Reference

Appendix Aiv – Quality Committee

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Quality Committee to help manage expectations (of members and proposers of business) and to enable Quality Committee to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of Quality Committee's duties and responsibilities for which the committee is accountable to Academic Board. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of Quality Committee are able to make informed decisions.

Purpose and responsibilities

2. The Quality Committee is responsible to Academic Board for the oversight of specific aspects of the framework and operation of academic regulation, policy and practices concerning the quality of DISC's programmes while supporting enhancement activities. Quality Committee has delegated responsibility for ensuring that the framework and practices are aligned with external regulatory requirements and expectations.
3. Quality Committee also works alongside the Curriculum and Progression Committee to provide oversight of the maintenance of academic standards through the effective delivery of programmes in line with DISC's academic regulations.
4. In fulfilling its roles Quality Committee will:
 - a. develop and advise Academic Board on the implementation of DISC's policies and procedures relating to the assurance of academic quality and standards in relation to the centre's programmes;
 - b. ensure that DISC's quality assurance and academic standards framework meets the expectations of relevant external national and international quality assurance bodies;
 - c. direct colleagues in the implementation of policy and regulation relating to the assurance of academic quality and standards, preparation for assessment of quality, programme review and enhancement;
 - d. oversee the monitoring and evaluation of taught provision and to report on the reviews, including the identification of good practice and recommendations for quality enhancement;
 - e. consider proposed changes to academic regulations and policy and make recommendations to Academic Board;
 - f. make recommendations to Academic Board on the approval of new programmes;
 - g. make recommendations to Academic Board on the approval of modifications to existing programmes (including suspension and withdrawal); and

- h. report to Academic Board on any risks or threats to the maintenance of academic standards and/or quality of provision at DISC.

Composition

3. Quality Committee shall consist of the following persons:

Membership role	Membership criteria
Chair	Head of Quality
Members of DISC staff	Head of English
	At least one member of staff responsible for the delivery of a programme
	A least one member of the professional services team
Student member	A student representative
In attendance	Head of Centre
	Head of Curriculum & Progression

4. Quality Committee will always contain at least one member who attends meetings of Academic Board (normally the Chair); one member of staff responsible for the delivery of DISC programmes; a member of the CMT (who can be the Chair); a member of the professional services team and a student representative.
5. At such times as Quality Committee deems necessary for the effective and efficient conduct of its business, it can co-opt up to two additional members, in any category of membership, for a term equivalent to a non-co-opted member.
6. Quality Committee will therefore always have at least five appointed members with a possible further two members by co-option.
7. To ensure that appropriate scrutiny of the quality assurance mechanisms implemented by DISC, certain DISC office holders shall be expected to attend all meetings of Quality Committee. These individuals will be determined and communicated to by Quality Committee. Quality Committee also reserves the right to invite other Study Group Global office holders to attend its meetings where appropriate.

Quorum

8. The quorum for meetings of Quality Committee shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This includes the Chair and at least one member of DISC staff.

Role of members of Operations Committee and standards of behaviour

9. DISC is committed to maintaining the highest standards in the conduct of its activities. Quality Committee members are expected to perform their duties faithfully, efficiently, and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.

Delegation

10. Quality Committee may not delegate its powers or duties to any person, committee or body without the explicit permission of Academic Board.

Reporting

11. Quality Committee remains accountable to Academic Board in all respects. Quality Committee reports to Academic Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at Academic Board's request.

Frequency of meetings and review of operation

12. Quality Committee will meet at least four times a year. It will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Av – Staff-Student Liaison Committee

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Staff-Student Liaison Committee (SSLC) to help manage expectations (of members and proposers of business) and to enable SSLC to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of SSLC's duties and responsibilities for which the committee is accountable to Academic Board. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of SSLC are able to make informed decisions.

Purpose and responsibilities

2. DISC believes that students should participate in student and centre affairs and listens very closely to student opinions. The Staff-Student Liaison Committee acts as a formal channel whereby the views of students can be expressed and sought. SSLC has delegated responsibility from Academic Board to consider and act on the views of students in respect of the experience they have had studying at DISC. In doing so SSLC will consider:
 - a. feedback from External Examiners;
 - b. centre action plans;
 - c. student feedback through formal mechanisms (such as module questionnaires);
 - d. student feedback through informal mechanisms (direct feedback to staff);
 - e. what actions Academic Board should consider based on student feedback; and
 - f. what actions that should be implemented by the Centre Management Team (CMT).

Composition

13. The Staff-Student Liaison Committee shall consist of the following persons:

Membership role	Membership criteria
Chair	Head of Professional Services
Students	At least one representative from each programme
Members of DISC staff	A member of the CMT
	A member of staff with responsibility for delivering teaching and learning
In attendance	Head of Centre

14. The SSLC is made up of student representatives from each pathway, who will be elected by their peers. Elections to the Staff-Student Liaison Committee will take place during

the first four weeks of each term. Students are encouraged to consider standing for election.

Quorum

15. The quorum for meetings of SSLC shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This includes the Chair and at least two student representatives.

Role of members of Staff-Student Liaison Committee and standards of behaviour

16. DISC is committed to maintaining the highest standards in the conduct of its activities. SSLC members are expected to perform their duties faithfully, efficiently, and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.
17. Student representatives will represent their fellow class members and should take all necessary steps to ensure that what is said in their name is representative. If a view expressed is a view of only some of the members, then this should be made clear, as should the number of people who support it.
18. Matters discussed at the meetings require everyone to be treated with respect and dignity. All decisions and actions taken as a result of the meetings will be communicated to the whole student body.

Delegation

19. SSLC may not delegate its powers or duties to any person, committee or body without the explicit permission of Academic Board.

Reporting

20. SSLC remains accountable to Academic Board in all respects. SSLC reports to the Academic Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at Academic Board's request.

Frequency of meetings and review of operation

21. SSLC will meet at least four times a year. It will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Avi – Curriculum & Progression Committee

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Curriculum and Progression Committee (CPC) to help manage expectations (of members and proposers of business) and to enable CPC to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of CPC's duties and responsibilities for which the committee is accountable to Academic Board. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of CPC are able to make informed decisions.

Purpose and responsibilities

2. The CPC has two main roles delegated to it by Academic Board. The first is to ensure the consistency of the curriculum design and delivery across all DISC programmes. It monitors the teaching and learning across all modules and oversees the audit and approaches for enhancement/ intervention within learning, teaching and assessment. The second is to receive reports from the Programme Assessment Boards (PAB) to ensure that all learning, teaching and assessment has been carried out, that academic standards have been maintained and ensure that DISC students who have been successful on their programmes can progress to further study (if they wish).
3. In fulfilling its roles CPC will:
 - a. receive and review data on the performance of students in the previous academic year/term;
 - b. receive and review data on the performance of students that have progressed to UCD;
 - c. appoint chairs to PABs;
 - d. receive and review staff feedback on the conduct of programmes through reports from PABs;
 - e. have oversight of the process of External Examiner (EE) appointments and performance of those EEs undertaking the role;
 - f. have oversight of the observation of learning and teaching process, including the outcomes of that process;
 - g. propose curriculum developments and enhancements; and
 - h. review and advise Academic Board on any changes to the academic regulations related to learning, teaching and assessment.

Composition

4. The CPC shall consist of the following persons:

Membership role	Membership criteria
Chair	Head of Curriculum & Progression
Members of DISC staff	Head of English
	At least one member of staff responsible for the delivery of each programme
	A member of the professional services team
In attendance	Head of Centre

5. The CPC is made up of staff representatives from each programme, who will be appointed by the CMT. CPC will always contain at least one member who attends meetings of Academic Board (normally the Chair); one member of staff responsible for the delivery of DISC programmes; a member of the CMT (who can be the Chair); and a member of the professional services team.
6. At such times as the CPC deems necessary for the effective and efficient conduct of its business, it can co-opt up to two additional members, in any category of membership, for a term equivalent to a non-co-opted member.
7. CPC will therefore always have at least four appointed members with a possible further two members by co-option.
8. To ensure that appropriate scrutiny of the delivery of DISC's programmes can be undertaken, certain DISC office holders shall be expected to attend all meetings of CPC. These individuals will be determined and communicated to by CPC. CPC also reserves the right to invite other Study Group Global office holders to attend its meetings where appropriate.

Quorum

9. The quorum for meetings of CPC shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This includes the Chair and at least one member of DISC staff.

Role of members of Curriculum & Progression Committee and standards of behaviour

10. DISC is committed to maintaining the highest standards in the conduct of its activities. CPC members are expected to perform their duties faithfully, efficiently, and diligently to a standard commensurate with both the responsibilities of the role and their knowledge, skills and experience.

Delegation

11. CPC may not delegate its powers or duties to any person, committee or body without the explicit permission of Academic Board.



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Reporting

12. CPC remains accountable to Academic Board in all respects. CPC reports to Academic Board via submission of minutes and Chair's report from each meeting, and via additional formal reports on any aspects of its business at Academic Board's request.

Frequency of meetings and review of operation

13. CPC will meet at least four times a year. It will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Avii – Student Council

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of the Student Council to help manage expectations (of members and proposers of business) and to enable Student Council to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of Student Council's duties and responsibilities for which the council is accountable to the Staff-Student Liaison Committee (SSLC) and Academic Board. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of Student Council are able to make informed decisions.

Purpose and responsibilities

2. Student Council has been delegated responsibilities by Academic Board to be a forum for all students to discuss key matters and provide an opportunity for the student voice to be heard directly by Academic Board and ultimately by the Board.
3. The purpose of the Student Council is to discuss matters that are of relevance to students across DISC. These may include matters for consultation, matters of concern and areas of good practice. The primary focus is on matters relating to students' experience of their programmes including academic standards, the quality of learning, teaching and assessment, and quality of student information; however, any item relating to the wider student experience may be discussed in connection with these. Together with other opportunities for student engagement, Student Council allows the student voice to be directly considered in academic decision-making and informs SSLC and Academic Board about the quality of students' experiences at DISC.
4. In fulfilling its role Student Council will consider:
 - a. any issue raised by a DISC student or group of DISC students that it is felt needs to be raised with the staff of DISC or the Academic Board directly;
 - b. relevant feedback from student representatives who sit on SSLC;
 - c. how to appropriately report and/or escalate any issues that have arisen which Student Council feels has not been addressed by DISC staff;
 - d. how to respond to any consultation from DISC which Student Council has been asked to contribute to;
 - e. how to compliment, without duplicating, the work of the SSLC and any relevant feedback mechanisms that are in place (such as module or programme questionnaires); and
 - f. what to formally report to Academic Board and what advice and feedback should be provided to other governance bodies about students' experiences at DISC.

Composition

5. The Student Council shall consist of the following persons:

Membership role	Membership criteria
Chair	A student nominated by peers to represent them at Academic Board
Students	All students at DISC are de-facto members of Student Council and may attend and contribute at meetings
In attendance	A member of the CMT
	A member of staff with responsibility for delivering teaching and learning
	A member of the professional services team

6. Student Council is made up of all students at DISC in the relevant academic year. Any student may attend a meeting of council and may contribute to the meeting through the submission of business to be discussed or through speaking at the meeting. In contributing to a Student Council meeting students will act in their own capacity as a student of DISC and will not act as a representative of any other student or group of students at DISC
7. Elections to the position of Chair of Student Council will take place at the same time as the election of student representatives. All students are encouraged to consider standing for election to the position of Chair.
8. Matters discussed at the meetings require everyone to be treated with respect and dignity. All decisions and actions taken as a result of the meetings will be communicated to the whole student body.

Reporting

9. Student Council is a body constituted by Academic Board but has a responsibility to report to the SSLC. Student Council will report to SSLC via submission of a report from each meeting. The Chair of Student Council will also be an ex-officio member of Academic Board as such they will be responsible for reporting any issues that Student Council determine need to be considered by Academic Board.

Frequency of meetings and review of operation

10. Student Council will meet at least twice a year. It will review its operation annually, including these Terms of Reference.

Terms of Reference

Appendix Aviii – Programme Assessment Board

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of any Programme Assessment Board (PAB) to help manage expectations (of members and proposers of business) and to enable a PAB to hold itself accountable for its responsibilities. As such these terms of reference set out the extent and limits of a PAB's duties and responsibilities for which it is accountable to the Curriculum and Progression Committee. These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of a PAB are able to make informed decisions.

Purpose and responsibilities

2. The purpose of PAB is to determine and confirm student marks at programme level based on module marks and other information provided by Module Assessment Boards (MAB). The focus of the PAB is therefore on the academic profile of individual students across their programme of study. Specifically, PAB is responsible for:

Assurance of marks at programme level

3. Based on reporting from the relevant MAB, to confirm that academic standards across all programme elements, and therefore for the programme as a whole, have been maintained. To confirm that any further programme-level requirements such as those deriving from professional bodies, programme-specific academic regulations, or stipulations by partner universities have been met.
4. PAB will also receive and consider External Examiner reports on the conduct of assessments across the whole programme to be assured that academic standards have been maintained.

Consideration of MAB recommendations

5. To receive MAB recommendations and to act upon these in accordance with the PAB's remit set out in academic regulations in respect of the consideration of any module impact statements, any requirements for scaling of marks, any personal mitigating circumstances recommendations, any academic appeals or any academic misconduct recommendations.

Determination and confirmation of student programme outcomes

6. The PAB determines academic programme outcomes for individual students at that stage in accordance with local academic regulations. This will include the following:
 - a. **Passes:** Confirmation of those students who have met threshold academic standards (pass/fail);
 - b. **Discretionary passes:** Consideration and decision in relation to students with

- failed modules as guided by academic regulations in relation to compensatory or discretionary passes;
- c. **Eligibility for progression:** Identification of those students who, in addition to meeting threshold academic standards for the programme, have also met academic criteria and English language requirements for progression to the partner university;
 - d. **Provisional fails or non-progression:** Identification and consideration of students who have either not met threshold standards or who have not met progression requirements, and to whom further opportunities for resubmission / retake **are** available; and/or
 - e. **Irretrievable fails:** Identification of students who have not met academic threshold standards and for whom a pass is irretrievable.

Reporting of programme academic outcomes

7. PABs have delegated authority from the Curriculum and Progression Committee and formally report to Curriculum and Progression Committee to:
 - a. confirm that PABs have been held in accordance with required process;
 - b. provide assurance as to the maintenance of academic standards;
 - c. make recommendations on relevant matters including academic regulations; and
 - d. confirm individual student academic outcomes at programme level.

Issuing of transcripts

8. Only those outcomes reported by PAB and confirmed by the Curriculum and Progression Committee may be used for the issuing of transcripts to students.

Composition

9. PAB shall consist of the following persons:

Membership role	Membership criteria
Chair	Chaired by an independent person not involved in delivery or assessment of the programme, appointed by the Curriculum and Progression Committee.
External examiners	All relevant External Examiners*
Appointed by DISC	Head of English
	Head of Curriculum & Progression
Appointed by UCD	At least one representative
In attendance	Head of Quality, DISC

* Any External Examiner, who has scrutinised the programmes for which the results are being considered at the PAB, should be in attendance.

10. PAB will always contain the Chair, at least one person appointed by DISC and a representative from UCD. While it is important that the relevant external examiner(s) attends a meeting of PAB, they can provide a submission to the board in lieu of attendance where attendance is not possible and/or where their availability would negatively impact student's timely receipt of results and/or impact their ability to progress to further study.
11. At such times as the PAB deems necessary for the effective and efficient conduct of its business, it can co-opt up to two additional members, in any category of membership, for a term equivalent to a non-co-opted member.
12. PAB will therefore always have at least three appointed members with a possible further two members by co-option.

Reporting

13. Programme Assessment Board remains accountable to the Curriculum and Progression Committee in all respects. PAB reports to the Curriculum and Progression Committee via submission of results and recommendation for the issuing of results/transcripts to students.

Frequency of meetings and review of operation

14. PAB meetings will be held at the end of each cycle of programme delivery and after the relevant MAB meeting has made their recommendations. A further meeting of PAB may be held after any relevant resit period to confirm students' results. PAB will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Aix – Module Assessment Board

Introduction

1. These terms of reference (ToRs) have been developed to provide clear direction to members of Module Assessment Boards (MAB) to help manage expectations (of members and proposers of business) and to enable MABs to hold themselves accountable for their responsibilities. As such these terms of reference set out the extent and limits of a MAB's duties and responsibilities for which the board is accountable to the Programme Assessment Board (PAB). These ToRs have also been designed to provide a framework (along with the Standing Orders) to ensure members of any MAB are able to make informed decisions.

Purpose and responsibilities

2. The purpose of MAB is to confirm the adherence to relevant academic standards and a responsibility for the confirmation of marks at the module level at the end of that module's cycle of delivery and reporting this to the relevant PAB. As such a MAB is responsible for ensuring that the relevant PAB has all the information it needs to conduct its own business and confirm outcomes at a programme level.

Assurance of marks at module level

3. Based on reporting from the relevant member of staff, with responsibility for the conduct of the module assessment(s) and any relevant information from module feedback mechanisms, confirm that academic standards across the module elements, learning, teaching and assessment, have been maintained. To do this the MAB shall:
 - a. confirm that for each module, assessment has been delivered in accordance with the schedule and form set out in the module and/or programme specifications;
 - b. confirm that marks standardisation has been carried out in accordance with the relevant procedures;
 - c. confirm that moderation of marks has been carried out in accordance with relevant procedures;
 - d. confirm that any processes that may impact module outcomes (mitigating circumstances, academic misconduct etc.) have been completed;
 - e. confirm that the external examiner has reviewed an appropriate sample of work and have agreed that the marking standards are appropriate;
 - f. consider any information relating to any deviation from above and the mitigations that have been put in place; and
 - g. consider any other information that may highlight potential risks to the maintenance of academic standards arising from the delivery and assessment of each module.

Further assessment attempts

4. Where academic regulations allow, the MAB has a remit to offer, or to require, students to take a resit or resubmit an assessment. This is the case where resits for module assessment take place at the end of semester or term. Such re-attempts may be offered on the grounds of accepted personal mitigating circumstances claims or from academic misconduct (as above), or for failed assessment, or where further attempts to raise marks are permitted under academic regulations.
5. Where the resit / resubmission would coincide with the end of the programme the MAB should recommend an approach to PAB which will determine which students will be offered a resit / resubmission attempt, based on the requirements outlined in the academic regulations.

Confirmation of student outcomes at a module level

6. Based on the above, the MAB confirms to the relevant PAB, via report, the marks for individual students at module level along with, if appropriate, any decisions or recommendations made as to the provision of resit or re-submission attempts.

Exceptional circumstances

7. Where marks cannot be confirmed by the MAB due to irregularities in, or non-completion of, assessment and marking processes, then the MAB should reconvene at a later date to reconsider marks, but in any case, before the meeting of the PAB.
8. In exceptional circumstances, where the completion of assessment and marking processes seems unlikely or would have an undue negative impact on student learning or progression, then the MAB may make recommendations to the PAB as to how marks should be considered. In all cases, such occurrence should be raised with the Head of Quality directly and reported to the CMT and Academic Board as a matter potentially affecting the maintenance of academic standards.

Composition

9. MAB shall consist of the following persons:

Membership role	Membership criteria
Chair	A member of the CMT
Module lead	Person named on module descriptor
DISC colleagues	Member of the professional services team
	Head of Curriculum & Progression
In attendance	Relevant academic staff members from UCD (by invitation)

10. The Chair, Module Lead for each module under consideration and a member of the professional services team must be present for quoracy. However, if circumstances mean that any of these individuals cannot attend, they may provide a written submission to the MAB in lieu of attendance where their availability would negatively impact students' timely receipt of results and/or impact their ability to progress to further study.

Reporting

11. MAB remains accountable to the Curriculum and Progression Committee in all respects, but reports to the PAB via submission of assessment results and the outcomes of considerations regarding academic misconduct, academic appeals and/or personal mitigating circumstances.

Frequency of meetings and review of operation

12. MAB meetings will be held at the end of each cycle of module delivery, usually at the end of each term/semester depending on module delivery format. MAB will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Ax – Joint Steering Committee

Introduction

1. The Joint Steering Committee (JSC) oversees the essential activities for ensuring that Dublin International Study Centre (DISC) maintains a strong and effective partnership with University College Dublin (UCD) and fulfils the objectives of both parties in the formal agreement.

Purpose and responsibilities

2. The overall determination of the strategic relationship between DISC and UCD is the responsibility of the JSC. The role of the membership group is to review the strategic direction of the partnership and its implementation, and to consider changes or additions to existing operations.
3. The contractual agreement establishes the key areas of strategic partnership upon which the JSC develops its direction. As such JSC is expected to:
 - a. maintain oversight of the output of the academic management and the strategic governance of DISC which provide pathways for students to be accepted onto UCD programmes;
 - b. receive minutes from the Oversight Board;
 - c. receive academic and operational reports from the DISC Head of Centre;
 - d. receive minutes from the Recruitment and Marketing Committee;
 - e. note and agree initial proposals for new programmes and pathways and how they will be resourced of their delivery;
 - f. oversee marketing of DISC and its academic offerings;
 - g. monitor matters in relation to student recruitment, admission, welfare, progression entitlement and transfer to UCD degree programmes;
 - h. monitor the quality of delivery by DISC and the continued appropriateness of the programmes;
 - i. receive details of the appointment of key DISC staff;
 - j. consider space requirements and usage within DISC and UCD, including consideration of any factors that have, or may impact upon, matters such as quality and/or cost; and
 - k. conduct an annual review of students' progress, reporting findings to both the Board and UCD, including recommendation for the further development of the relationship for the benefit of both parties and ultimately, students.

Composition

4. The Joint Steering Committee shall consist of the following persons:

Membership role	Membership criteria
Chair	Vice President for Global Engagement, UCD
Appointed by University College Dublin	Director, UCD Global
	Chair of the Academic Oversight Board
	Dean of Students
	University Management Accountant
Appointed by DISC	Manager Director, UK & Europe, Study Group Global
	Managing Director, University Partnerships, Study Group Global
	University Partnerships Director, Study Group Global
	Head of Centre, DISC
	Head of Curriculum & Progression, DISC

5. Other such members of staff of UCD and Study Group Global (SGG) may be invited to contribute to the discussions as appropriate.

Frequency of meetings and review of operation

6. The Joint Steering Committee will meet twice a year and will review its operation in line with the terms of the contract between DISC and UCD.

Terms of Reference

Appendix Axi – Oversight Board

Introduction

1. The “Oversight Board” for the Dublin International Study Centre (DISC) is the Board appointed by University College Dublin (UCD) to oversee the implementation of the agreement between UCD and DISC.

Purpose and responsibilities

2. The key responsibilities of the Oversight Board include:
 - a. receiving and considering an annual report from DISC in mid-October of each academic year which details inter alia:
 - the number of foundation students undertaking each foundation studies programme;
 - the number of foundation students successfully passing each foundation studies programme;
 - the number of foundation students progressing to undertake undergraduate courses at UCD;
 - summary results of evaluation questionnaires taken by foundation students at the end of each term;
 - the meeting, or not, of agreed service levels;
 - a review by DISC of each foundation studies programme with recommendations for improvement;
 - any issues that have been identified; and
 - any areas for improvement.
 - b. receiving proposals for the development of new foundation studies programmes and to consider such proposals in relation to their strategic merit.*
 - c. receiving and considering, on an annual basis, details of the proposed tuition fees for foundation studies programmes prior to their approval by DISC.
 - d. receiving proposals in relation to entry requirements for the foundation studies programmes and, as necessary, recommend changes to the proposals to DISC.
 - e. overseeing and reviewing the efficacy of DISC’s assessment processes and associated record-keeping, and to provide direction on any matters relating to this.
 - f. considering and endorsing all student evaluation questionnaires and/or tools prior to their dissemination to foundation students at the end of each term.

*(Formal recognition of foundation studies programmes as appropriate progression pathways to the University's courses will be considered by UCD Colleges and approved by the University Programmes Board).

Composition

3. Oversight Board shall consist of the following persons:

Membership role	Membership criteria
Chair	Deputy Vice President for Global Engagement, UCD
Appointed by University College Dublin	Representative - College of Arts & Humanities
	Representative - College of Business
	Representative - College of Engineering & Architecture
	Representative - College of Health & Agricultural Sciences
	Representative - College of Science
	Representative - College of Social Sciences & Law
	Representative - Applied Language Centre
	Representative - International Admissions
Appointed by Dublin International Study Centre	University Partnerships Director, Study Group Global
	Head of Centre, DISC
	Head of Curriculum & Progression, DISC
In attendance	Head of Quality, DISC

- Other such members of staff of UCD may be invited to contribute to the discussions as appropriate, such as academic or administrative staff, representatives from UCD Central Services, such as the Student Conduct Manager, staff of the Learning and Professional Development Centre, or other UCD staff as identified by Chair.

Reporting

- For UCD, Oversight Board will be constituted as a sub-committee of the University Management Team's (UMT) Global Engagement Group (GEG), and its minutes will be received and considered by GEG. For DISC, Oversight Board will submit its minutes for consideration by the Board.

Frequency of meetings and review of operation

- Oversight Board will meet quarterly and will review its operation every three years, including these Terms of Reference.

Terms of Reference

Appendix Axii – Recruitment & Marketing Committee

Introduction

1. The Recruitment and Marketing Committee is the forum for UCD and DISC to retain oversight of and monitor marketing and recruitment against the targets detailed in the Agreement between the University and Study Group.

Purpose and responsibilities

2. The key responsibilities of the Recruitment and Marketing Committee include:
 - a. sharing business strategy in its widest sense to ensure optimal joint understanding and to identify exploitation opportunities;
 - b. developing recruitment and marketing strategy, and discussing:
 - applicant and conversion tracking for upcoming intakes;
 - market plans;
 - agent performance;
 - incentives to enhance recruitment; and
 - new market opportunities and recruitment trends.
 - c. monitoring the implementation of agreed plans and update plans in response to changing market needs;
 - d. consideration and recommending, on an annual basis, proposed tuition fees for foundation programmes prior to approval;
 - e. reviewing performance against recruitment targets;
 - f. making recommendations to the Joint Steering Committee in relation to amendments to targets based on previous performance and other external factors;
 - g. receiving and considering an annual report in mid-October which details the meeting or not of service levels pertaining to recruitment and marketing; and
 - h. reporting to both the Board and relevant UCD committees on recruitment and promotion and making recommendations for the further development of the relationship for the benefit of both parties.

Composition

3. The Recruitment and Marketing Committee shall consist of the following persons:

Membership role	Membership criteria
Chair	Assistant Director, Recruitment & Admissions, UCD
	Recruitment Manager (Global Markets & Operations)

Appointed by University College Dublin	Senior International Admissions Officer
	Recruitment Officer (Channel Management)
Appointed by Dublin International Study Centre	University Partnerships Director, Study Group Global
	Head of Centre, DISC
	Head of Product Marketing, Study Group Global
	Partner Admissions Manager, Study Group Global

- Other such members of staff of DISC and UCD may be invited to contribute to the discussions as appropriate.

Reporting

- The Recruitment and Marketing Committee will be constituted as a sub-committee of the Joint Steering Committee. As such it will provide reports to the Joint Steering Committee and may refer any issue requiring more senior or strategic input to the Steering Committee.
- Copies of the minutes of the Recruitment and Marketing Committee will also be received by the UCD Global Engagement Group (GEG) and the Board.

Frequency of meetings and review of operation

- The Recruitment and Marketing Committee will meet quarterly and will review its operation every three years.

Appendix B - Standing Orders

Standing Orders

Appendix Bi – Study Group Ireland Limited Board

Introduction

1. These Standing Orders (SOs) are the framework around which meetings of the governing Board (the Board) will be conducted. The Chair of the meeting, on the advice of the Secretary, is responsible for ruling on any question of interpretation of the SOs; their ruling is final.
2. Nothing in these SOs is intended to conflict with the Terms of Reference (ToRs) for the Board. In the event of any such conflict, the ToRs should take precedence.

Membership

Conduct of members

3. All members of the Board are required to observe the standards of behaviour expected as set out in the [Code of Conduct](#) and to follow appropriate DISC and Study Group Global policies and processes.
4. If members of the Board are unsure of any actions they should be taking or have concerns that arise as a consequence of their role they should seek support from the Chair, the Secretary or from the Legal and Compliance Team.
5. Should a member of the Board be judged not to be meeting the requirements of the Code of Conduct and/or their behaviour has fallen below that expected of a member of the Board the Chair will deal with this on an informal basis initially, supported by the Secretary.
6. If a member of the Board's behaviour is deemed to be significantly serious as to render an informal resolution impractical then the Chair, supported by the Secretary, can move to rescind the appointment of any member without first looking to informally resolve the matter.
7. If the Chair judges that any members' behaviour has fallen below the standards expected, that any informal action has not resolved this or that it is significantly serious, then they can move to have that member's appointment rescinded. The Chair can perform this duty through decision at a meeting of the Board or through Chair's action when appropriate. Any decision to rescind a member's appointment will need to be approved by the Study Group Global Top Co. Board.

Removal of members

8. A Board member shall cease to be a member of the Board if they:
 - a. resign their office by notice to the Chair or Secretary;
 - b. become incapable (by reason of mental disorder, illness or injury) of managing or administering their own affairs;

- c. have been adjudged bankrupt or sequestration of their estate has been awarded (and in either case the bankruptcy order or sequestration has not been discharged, annulled or rescinded);
- d. have made a composition or arrangement with, or granted a trust deed for, their creditors (which has not been discharged);
- e. fail to declare the nature of any direct or indirect interest as required by the Boards terms of reference (or these standing orders); or
- f. are at any time included in any list of persons considered to be unsuitable to have access to children, young persons or vulnerable adults.

Meetings

Schedule and notice of meetings

9. In accordance with the ToRs, the Board will normally meet four times a year at appropriate intervals and on an ad-hoc basis as required in order to make timely decisions.
10. An annual schedule of ordinary meetings shall be agreed jointly with the Chair and Board and published prior to the start of each year.
11. Special meetings may be convened by the Chair at any time, subject to the provisions in paragraph 12, to consider matters to which specific or immediate attention must be given.
12. Special meetings may be convened at the request of Board members. Such a request must be submitted in writing and signed by **fifty per cent** (rounded to the nearest whole number) of the members of the Board. In such a case, the Secretary will take all reasonable steps to ensure the meeting is held within 20 working days from the date the request was submitted, with at least five working days' notice of the meeting given to all Board members.
13. Unless otherwise agreed by the Board, and in normal circumstances, at least ten working days' notice shall be given to members of the business to be transacted at meetings (this includes any meeting to be reconvened because the original scheduled meeting was inquorate).

Conduct of business

14. Members must be present at meetings to participate, either on-site or online using video-conference software, or similar form of communication. Normally at least one meeting per year will exclusively be on-site at a venue to be determined and circulated with the schedule of business at the start of the year.
15. Unless varied by resolution of the Board, the order of business to be transacted at a meeting of the Board shall be as set out in the agenda which shall be compiled by the Secretary and provided to members in accordance with the Schedule and notice of meetings section.
16. At the last meeting of each year, the Board will be invited to approve a plan of business for the coming year.

17. The Secretary will issue a call for items to be considered for inclusion on the agenda of each Board meeting and will outline the deadline for such items and relevant documentation to be received. In any event, members of the Board, other DISC colleagues or bodies within Study Group Global wishing to propose an item of business are welcome to do so and shall normally give written notice of such business to the Secretary, at least eleven working days in advance of the next scheduled meeting of the Board. Where such notice is not practicable because of the nature of the business, members shall notify the Secretary at the earliest opportunity of the proposed item.
18. If appropriate, proposed items may be the subject of an informal Board briefing. Items arriving after the deadline may be transacted at the next meeting or at a subsequent meeting.
19. The consideration of any business not notified on the agenda shall be permitted only by agreement of the Board, taking into account the urgency of the business.
20. Where all items or a specific item of business are categorised as confidential, members shall not divulge the associated papers or discussion to anyone who is not a member of the Board without the explicit consent of the Chair. The papers are circulated to members and those in attendance. Copies are also provided for information to relevant DISC or Study Group Global staff.
21. Where all items or a specific item of business are categorised as confidential, the Secretary will note this in the minutes. It is expected that these items of business, including discussions or decisions taken at the meeting, will not be included in any published minutes of the Board.
22. Members of the Board should exercise their responsibilities in a collegiate manner through decisions being taken collectively by the members acting as a body. In most circumstances, the Chair will seek approval for the decision from the Board as a collective group. In doing so, any objections will be recorded as appropriate and a simple majority will be required to enact the decision.
23. Procedural decisions may be requested at a meeting without advance notice. Examples of procedural motions include, but are not limited to:
 - a. correcting an inaccuracy in the draft minutes of a meeting;
 - b. moving to a vote;
 - c. appointing a committee or sub-committee and their members;
 - d. deferring consideration of a motion or refer a motion to a particular committee or sub-committee;
 - e. requiring a written report;
 - f. excluding any officers, observers or other persons in attendance to withdraw during consideration of the item;
 - g. requesting to not hear further from a member, observer or invited attendee, or exclude a member, observer or invited attendee for disorderly conduct; and/or
 - h. temporarily suspending, adjourning or closing the meeting.

24. Where the Secretary has withdrawn from the meeting, they must be informed on their return of any resolutions made in private so that the official record of the meeting may be completed.

Recordings of business, minutes and actions

25. The Secretary shall have sole responsibility to record the matters of business, discussions, decisions and actions required by the Board. This will be in the form of minutes and, where required, decision notices.
26. All minutes and decision notices will be prepared by the Secretary and provided to the Chair to sign off within six working days of the meeting of the Board. Once signed off by the Chair these draft minutes will be circulated to all members.
27. At the start of each meeting the minutes and decisions of the previous meeting will be reviewed and signed off by the Board as a true record.
28. All minutes and decision notices will be stored appropriately by the Secretary in line with the principles of data security and retention utilised by Study Group (Global).

Decision-making

Quorum and adjournment

29. The quorum for meetings of the Board shall be **two** members, where three members are appointed. The quorum for meeting of the Board shall be **three** members when more than three members are appointed. This calculation for quoracy must include the Chair (or Deputy Chair) and at least one ex-officio member.
30. In the absence of a quorum within thirty minutes of the published start time of the Board, no formal business will be transacted. When a meeting becomes inquorate through the departure of one or more members, the remaining Board members shall decide whether to adjourn the meeting and if the unfinished business requires that the adjourned meeting should be reconvened. If there are no matters of urgency to be resolved, the unfinished business may be referred to the next ordinary meeting of the Board.
31. Where an adjourned meeting is to be reconvened, the Secretary shall normally give members at least six working days notice of the date and time of the reconvened meeting and of the business to be transacted, which shall normally be restricted to the unfinished business from the original meeting.

Voting

32. If there is a clear consensus for a motion or decision, there will be no need for a formal vote. A formal vote is required where there is no clear consensus or on the request of a proposer.
33. In the case of an equality of votes, the Chair shall have a second and casting vote.
34. Numerical results of all votes taken shall be recorded in the minutes and the Secretary will hold a record of how members voted.

Chair's decisions

35. Between ordinary meetings of the Board, the Chair the Chair or Secretary may circulate a query or consultation to the full membership on any matter which would negatively impact DISC's business operations if a decision had to wait until a meeting of the full Board. Once a consensus view has been reached the Chair may then act on behalf of the Board.
36. Any action taken by the Chair on behalf of the Board, including any outcomes of those actions, shall be reported to the next meeting.

Delegation of powers and/or authority to committees, officers or other bodies

37. Subject to the directions given to it by the governing body the Board may decide for the exercise, on its behalf, any of its functions by a committee, subcommittee or an officer of DISC, subject to the provisions outlined in paragraph 6 of the ToRs.
38. The Board may, from time to time, agree to the delegation of its authority and/or powers to be exercised by other committees, or sub-committees which it has formally constituted. The constitution and terms of reference of these committees, or sub-committees, and their specific authority and/or power shall be approved by the Board in respect of its sub-committees.
39. Those functions of which have not been retained or reserved for the Board or delegated to other committee or sub-committee or joint-committee shall be exercised on behalf of DISC by the Head of Centre. The Head of Centre shall determine which functions they will perform personally and shall nominate officers to undertake the remaining functions for which they will still retain accountability to the Board.

Committees established by the Board

Academic Board

40. DISC's Academic Board plays a key role in the governance of the Centre. Subject to the authority of the Board, Academic Board acts as DISC's principal academic authority. Academic Board is responsible for the governance of all academic activities including academic policies, processes, the delivery of programmes and learner academic performance. It also advises the Board on matters relating to academic matters of teaching, learning, and scholarship.

Operations Committee

41. The DISC Operations Committee (OPC) has delegated authority from the Board for oversight of DISC's corporate operations. The Operations Committee is the Centre's primary operational decision-making body. It oversees operations and directs the implementation of the Centre's operational plans and policies while identifying any threats or risk to the successful implementation of SGI's strategy. The Operations Committee ensures that corporate functions (such as HR, IT, finance, legal, facilities etc.) are sufficient to support the teaching and learning activities at the Centre.

Other committees

42. The Board may also establish other committees as required to ensure that it can fulfil its responsibilities effectively.

Reporting and monitoring

43. All committees and/or individual officers who have had authority and/or power delegated to them by the Board should report regularly to the Board on the exercise of that power and/or authority. Each meeting of the Board will have a standing item at which each committee and/or officer can provide a report for consideration by the Board.

Review of operation

44. The Board will review its operation annually, including its ToRs and SOs. This review will take place after the final meeting each year.
45. A report on the performance of the Board will be compiled by the Secretary and circulated to all members once this report has been signed off by the Chair. It is anticipated that consideration of the report will be undertaken via correspondence with any decisions on actions being taken by the Chair in line with the Chair's decisions section of these SOs.
46. If a member of the Board so wishes, the report, and any outcomes, can be considered at the first meeting of the Board in the following year, subject to the provisions outlined in the Conduct of Business section of these SOs.
47. Any report reviewing the Board's performance over the preceding year should be provided to the Study Group Global Top Co. Board as soon as possible after the report has been finalised.

Duty to report non-compliance with these standing orders

48. If for any reason these SOs are not complied with, full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance, shall be reported to the next formal meeting of the Board for action or ratification. All members of the Board and DISC Officers have a duty to disclose any non-compliance with these SOs as soon as possible to the Chair, the Secretary and/or the Study Group Global Top Co. Board.

Standing Orders

Appendix Bii – Academic Board

Introduction

1. These Standing Orders (SOs) are the framework around which meetings of Academic Board (Academic Board) will be conducted. The Chair of the meeting, on the advice of the Secretary, is responsible for ruling on any question of interpretation of the SOs; their ruling is final.
2. Nothing in these SOs is intended to conflict with the Terms of Reference (ToRs) for Academic Board. In the event of any such conflict, the ToRs should take precedence.

Membership

Appointment

3. The Chair of Academic Board will always be a member independent of the Board, appointed to the role by the Board (the governing body).
4. The Deputy Chair, who is already a member of Academic Board, shall be nominated by the membership of the Board to serve the same term as the Chair. The Deputy Chair will undertake the duties of the Chair when the Chair is unable to do so.
5. The Secretary will normally be the Head of Quality for the Centre.
6. All ex-officio members will become members of Academic Board on appointment to their role as Committee/Council Chair.

Term of membership

7. Appointments to Academic Board shall be for a period of three years, extendable by no more than one additional three-year period, as long as members continue to meet the conditions determined by Academic Board and authorised by the governing body. For the Student Council Chair, appointments shall be for a period of one year, extendable by no more than one additional one-year period.
8. Members will be notified by the Secretary of their nominal term of office expiry at the beginning of each academic year. If applicable they will be offered the opportunity to extend their term of membership.
9. Should a member decline to extend their membership of Academic Board or they do not meet the criteria for extension, then the Secretary will notify the Chair that a new appointment will need to be made.
10. The Secretary will ensure that the processes for appointing new members will commence in good time to ensure that Academic Board has the membership required to conduct its business effectively.

11. In exceptional circumstances, any member's term of membership may be extended to ensure that Academic Board can continue to conduct its business effectively. Should this be required, any member who does not meet the criteria for extension can have their membership extended for up to one additional academic year by the Chair with agreement from the governing body.

Conduct of members

12. All members of Academic Board are required to observe the standards of behaviour expected as set out in the [Code of Conduct](#) and to follow appropriate DISC's policies and processes.
13. If members of Academic Board are unsure of any actions they should be taking or have concerns that arise as a consequence of their role, they should seek support from the Chair, the Secretary, or from the Quality Assurance and Enhancement Office.
14. Should a member of Academic Board be judged not to be meeting the requirements of the Code of Conduct and/or their behaviour has fallen below that expected of a member of Academic Board, the Chair will deal with this on an informal basis initially, supported by the Secretary.
15. If a member of Academic Board's behaviour is deemed to be significantly serious as to render an informal resolution impractical then the Chair, supported by the Secretary, can move to rescind the appointment of any member without first looking to informally resolve the matter.
16. If the Chair judges that any member's behaviour has fallen below the standards expected, that any informal action has not resolved this or that it is significantly serious, then they can move to have that member's appointment rescinded. The Chair can perform this duty through decision at a meeting of Academic Board or through Chair's action when appropriate. Any decision to rescind a member's appointment will need to be approved by the governing body.

Meetings

Schedule and notice of meetings

17. In accordance with the ToRs, Academic Board will normally meet four times a year at appropriate intervals in the academic cycle and on an ad-hoc basis as required in order to make timely decisions.
18. An annual schedule of ordinary meetings shall be agreed jointly with the Chair and Academic Board and published prior to the start of each academic year.
19. Special meetings may be convened by the Chair at any time, subject to the provisions in paragraph 20 to consider matters to which specific or immediate attention must be given.
20. Special meetings may be convened at the request of Academic Board members. Such a request must be submitted in writing and signed by **fifty per cent** of the members of Academic Board. In such a case, the Secretary will take all reasonable steps to ensure the meeting is held within 20 working days from the date the request was submitted,

with at least five working days' notice of the meeting given to all Academic Board members.

21. Unless otherwise agreed by Academic Board, and in normal circumstances, at least ten working days' notice shall be given to members of the business to be transacted at meetings (this includes any meeting to be reconvened because the original scheduled meeting was inquorate).
22. Meetings will normally be three hours in length, but Academic Board may, through discussion at the meeting, either extend or reduce the meeting time depending on the business detailed in the agenda.

Conduct of business

23. Members must be present at meetings to participate, either on-site or online using video-conference software, or similar form of communication. Normally at least one meeting per year will exclusively be on-site at a venue to be determined and circulated with the schedule of business at the start of the academic year.
24. Unless varied by resolution of Academic Board, the order of business to be transacted at a meeting of Academic Board shall be as set out in the agenda, which shall be compiled by the Secretary and provided to members in accordance with the Schedule and notice of meetings section.
25. At the first meeting of each academic year, Academic Board will be invited to approve a plan of business for the coming academic year.
26. Normally a report by the Chair and reports from the ex-officio members shall be received at each meeting of Academic Board.
27. The Secretary will issue a call for items to be considered for inclusion on the agenda of each Academic Board meeting and will outline the deadline for such items and relevant documentation to be received. In any event, members of Academic Board, other Study Group colleagues, or bodies within Study Group wishing to propose an item of business are welcome to do so and shall normally give written notice of such business to the Secretary, at least eleven working days in advance of the next scheduled meeting of Academic Board. Where such notice is not practicable because of the nature of the business, members shall notify the Secretary at the earliest opportunity of the proposed item.
28. If appropriate, proposed items may be the subject of an informal Academic Board briefing. Items arriving after the deadline may be transacted at the next meeting or at a subsequent meeting.
29. Student Council business will be a standing Item on the agenda.
30. The consideration of any business not notified on the agenda shall be permitted only by agreement of Academic Board, taking into account the urgency of the business.
31. Where all items or a specific item of business are categorised as confidential, members shall not divulge the associated papers or discussion to anyone who is not a member of Academic Board without the explicit consent of the Chair. The papers are circulated to

members and those in attendance. Copies are also provided for information to relevant Study Group staff.

32. Where all items or a specific item of business are categorised as confidential, the Secretary will note this in the minutes. It is expected that these items of business, including discussions or decisions taken at the meeting, will not be included in any published minutes of Academic Board.
33. Agenda items may be asterisked and classed as starred items. Starred items are straightforward and non-controversial and are for approval or noting without discussion. Once the agenda is issued, any member may request before the meeting, by notifying the Secretary, that an item be unstarred. Such requests will not be reasonably withheld. At the start of each meeting, the Chair will confirm any items that have been unstarred.
34. Any member shall be permitted to speak to any item under consideration but the Chair may, having regard to both equity of opportunity and the need for reflection, debate and discussion, limit the duration and frequency of a member's spoken contributions.
35. Members of Academic Board should exercise their responsibilities in a collegiate manner through decisions being taken collectively by the members acting as a body. In most circumstances, the Chair will seek approval for the decision from Academic Board as a collective group. In doing so, any objections will be recorded as appropriate and a simple majority will be required to enact the decision.
36. Procedural decisions may be requested at a meeting without advance notice. Examples of procedural motions include, but are not limited to:
 - a. correcting an inaccuracy in the draft minutes of a meeting;
 - b. moving to a vote;
 - c. appointing a committee or sub-committee and their members;
 - d. deferring consideration of a motion or refer a motion to a particular committee or sub-committee;
 - e. requiring a written report;
 - f. excluding any officers, observers or other persons in attendance to withdraw during consideration of the item;
 - g. requesting to not hear further from a member, observer or invited attendee, or exclude a member, observer or invited attendee for disorderly conduct; and/or
 - h. temporarily suspending, adjourning or closing the meeting.
37. Where the Secretary has withdrawn from the meeting, they must be informed on their return of any resolutions made in private so that the official record of the meeting may be completed.

Recordings of business, minutes and actions

38. The Secretary shall have sole responsibility to record the matters of business, discussions, decisions and actions required by Academic Board. This will be in the form of minutes and, where required, decision notices.
39. All minutes and decision notices will be prepared by the Secretary and provided to the Chair to sign off within six working days of the meeting of Academic Board. Once signed off by the Chair these draft minutes will be circulated to all members.

40. At the start of each meeting, the minutes and decisions of the previous meeting will be reviewed and signed off by the Board as a true record. Usually, this item will be starred.
41. All minutes and decision notices will be stored appropriately by the Secretary in line with the principles of data security and retention utilised by DISC.
42. The minutes of Academic Board, once confirmed as a true record and with suitable redactions, should be published on a relevant Study Group website.

Decision-making

Quorum and adjournment

43. The quorum for meetings of Academic Board shall be **fifty per cent** of members (rounded up to the next whole number, where the calculation of fifty per cent does not produce a whole number). This must include the Chair (or Deputy Chair), at least one ex-officio member, and at least one independent member (which can include the Chair or Deputy Chair).
44. In the absence of a quorum within thirty minutes of the published start time of Academic Board, no formal business should be transacted. When a meeting becomes inquorate through the departure of one or more members, the remaining Academic Board members shall decide whether to adjourn the meeting and if the unfinished business requires that the adjourned meeting should be reconvened. If there are no matters of urgency to be resolved, the unfinished business may be referred to the next ordinary meeting of Academic Board.
45. The business of any original meeting adjourned because the meeting is inquorate is carried forward to the next ordinary meeting of Academic Board. This business will take precedence over other business (except for the confirmation of minutes of the previous meeting).
46. Where an adjourned meeting is to be reconvened, the Secretary shall normally give members at least six working days' notice of the date and time of the reconvened meeting and of the business to be transacted, which shall normally be restricted to the unfinished business from the original meeting.

Voting

47. If there is a clear consensus for a motion or decision, there will be no need for a formal vote. A formal vote is required where there is no clear consensus or on the request of a proposer.
48. In the case of an equality of votes, the Chair shall have a second and casting vote.
49. Numerical results of all votes taken shall be recorded in the minutes and the Secretary will hold a record of how members voted.

Chair's decisions

50. Between ordinary meetings of the Academic Board, where there is an exceptional need, the Chair will have the authority to act on behalf of the Academic Board on any matter

which would negatively impact DISC's business operations if a decision had to wait until a meeting of the full Academic Board. Where appropriate, the Chair or Secretary may circulate a query or consultation to the full membership. Any action taken by the Chair on behalf of the Academic Board, shall be reported to the next meeting of the Academic Board.

Delegation of powers and/or authority to committees, officers or other bodies

51. Subject to the directions given to it by the governing body, Academic Board may make arrangements for the exercise, on its behalf, of any of its functions by a committee, subcommittee or an officer of Study Group, subject to the provisions outlined in paragraph 22 of the ToRs.
52. Academic Board may, from time to time, agree to the delegation of its authority and/or powers to be exercised by other committees, or sub-committees which it has formally constituted in accordance with directions issued by the governing body. The constitution and terms of reference of those committees or sub-committees, and their specific authority and/or power shall be approved by Academic Board.

Committees established by Academic Board

53. Academic Board may establish committees as required to ensure that it can fulfil its responsibilities effectively.

Reporting and monitoring

54. All committees and/or individual officers who have had authority and/or power delegated to them by Academic Board should report regularly to Academic Board on the exercise of that power and/or authority. Each meeting of Academic Board will have a standing item at which each committee and/or officer can provide a report for consideration by Academic Board.

Review of operation

55. Academic Board will review its operation every three years, including its ToRs and SOs. This review will take place as part of the final meeting of this period.
56. A report on the performance of the Board will be compiled by the Secretary and circulated to all members once it has been signed off by the Chair. It is anticipated that consideration of the report will be undertaken via correspondence with any decisions on actions being taken by the Chair in line with the Chair's decisions section of these SOs.
57. If a member of Academic Board so wishes the report, and any outcomes, can be considered at the first meeting of Academic Board in the following academic year, subject to the provisions outlined in the Conduct of Business section of these SOs.
58. Any report reviewing Academic Board's performance over the preceding year should be provided to the governing body as soon as possible after the report has been finalised.

Duty to report non-compliance with these standing orders

59. If for any reason these SOs are not complied with, full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance, shall be reported to the next formal meeting of Academic Board for action or ratification. All members of Academic Board and Study Group Officers have a duty to disclose any non-compliance with these SOs as soon as possible to the Chair, the Secretary and/or the Quality Assurance and Enhancement Office.

Standing Orders

Appendix Biii – Operations Committee

Introduction

1. These Standing Orders (SOs) are the framework around which meetings of the Dublin International Study Centre (DISC) Operations Committee will be conducted. The Chair of the meeting, on the advice of the Secretary, is responsible for ruling on any question of interpretation of the SOs; their ruling is final.
2. Nothing in these SOs is intended to conflict with the Terms of Reference (ToRs) for Operations Committee. In the event of any such conflict, the ToRs should take precedence.

Membership

Conduct of members

3. All members of Operations Committee are required to observe the standards of behaviour expected as set out in the [Code of Conduct](#) and to follow appropriate DISC and Study Group Global policies and processes.
4. If members of Operations Committee are unsure of any actions they should be taking or have concerns that arise as a consequence of their role they should seek support from the Chair, the Secretary or from the Legal and Compliance Team.
5. Should a member of Operations Committee be judged not to be meeting the requirements of the Code of Conduct and/or their behaviour has fallen below that expected of a member of the committee the Chair will deal with this on an informal basis initially, supported by the Secretary.
6. If a member of Operations Committee's behaviour is deemed to be significantly serious as to render an informal resolution impractical then the Chair, supported by the Secretary, can move to rescind the appointment of any member without first looking to informally resolve the matter.
7. If the Chair judges that any members' behaviour has fallen below the standards expected, that any informal action has not resolved this or that it is significantly serious, then they can move to have that member's appointment rescinded. The Chair can perform this duty through decision at a meeting of Operations Committee or through Chair's action when appropriate. Any decision to rescind a member's appointment will need to be approved by the Board.

Meetings

Schedule and notice of meetings

8. In accordance with the ToRs, Operations Committee will normally meet four times a year at appropriate intervals and on an ad-hoc basis as required in order to make timely decisions.
9. An annual schedule of ordinary meetings shall be agreed jointly with the Chair and committee and published prior to the start of each year.
10. Special meetings may be convened by the Chair at any time, subject to the provisions in paragraph 11, to consider matters to which specific or immediate attention must be given.
11. Special meetings may be convened at the request of committee members. Such a request must be submitted in writing and signed by **fifty per cent** (rounded to the nearest whole number) of the members of Operations Committee. In such a case, the Secretary will take all reasonable steps to ensure the meeting is held within 20 working days from the date the request was submitted, with at least five working days' notice of the meeting given to all Operations Committee members.
12. Unless otherwise agreed by Operations Committee, and in normal circumstances, at least ten working days' notice shall be given to members of the business to be transacted at meetings (this includes any meeting to be reconvened because the original scheduled meeting was inquorate).

Conduct of business

13. Members must be present at meetings to participate, either on-site or online using video-conference software, or similar form of communication.
14. Unless varied by resolution of Operations Committee, the order of business to be transacted at a meeting of the committee shall be as set out in the agenda which shall be compiled by the Secretary and provided to members in accordance with the Schedule and notice of meetings section.
15. At the last meeting of each year, Operations Committee will be invited to approve a plan of business for the coming year.
16. Normally a report by the Chair and reports from the ex-officio members shall be received at each meeting of Operations Committee.
17. The Secretary will issue a call for items to be considered for inclusion on the agenda of each Operations Committee meeting and will outline the deadline for such items and relevant documentation to be received. In any event, members of Operations Committee, other DISC colleagues or bodies within Study Group Global wishing to propose an item of business are welcome to do so and shall normally give written notice of such business to the Secretary, at least eleven working days in advance of the next scheduled meeting of the committee. Where such notice is not practicable because of the nature of the business, members shall notify the Secretary at the earliest opportunity of the proposed item.
18. If appropriate, proposed items may be the subject of an informal Committee briefing. Items arriving after the deadline may be transacted at the next meeting or at a subsequent meeting.

19. The consideration of any business not notified on the agenda shall be permitted only by agreement of Operations Committee, taking into account the urgency of the business.
20. Where all items or a specific item of business are categorised as confidential, members shall not divulge the associated papers or discussion to anyone who is not a member of Operations Committee without the explicit consent of the Chair. The papers are circulated to members and those in attendance. Copies are also provided for information to relevant DISC or Study Group Global staff.
21. Where all items or a specific item of business are categorised as confidential, the Secretary will note this in the minutes. It is expected that these items of business, including discussions or decisions taken at the meeting, will not be included in any published minutes.
22. Members of Operations Committee should exercise their responsibilities in a collegiate manner through decisions being taken collectively by the members acting as a body. In most circumstances, the Chair will seek approval for the decision from the committee as a collective group. In doing so, any objections will be recorded as appropriate and a simple majority will be required to enact the decision.
23. Procedural decisions may be requested at a meeting without advance notice. Examples of procedural motions include, but are not limited to:
 - a. correcting an inaccuracy in the draft minutes of a meeting;
 - b. moving to a vote;
 - c. appointing a committee or sub-committee and their members;
 - d. deferring consideration of a motion or refer a motion to a particular committee or sub-committee;
 - e. requiring a written report;
 - f. excluding any officers, observers or other persons in attendance to withdraw during consideration of the item;
 - g. requesting to not hear further from a member, observer or invited attendee, or exclude a member, observer or invited attendee for disorderly conduct; and/or
 - h. temporarily suspending, adjourning or closing the meeting.
24. Where the Secretary has withdrawn from the meeting, they must be informed on their return of any resolutions made in private so that the official record of the meeting may be completed.

Recordings of business, minutes and actions

25. The Secretary shall have sole responsibility to record the matters of business, discussions, decisions and actions required by Operations Committee. This will be in the form of minutes and, where required, decision notices.
26. All minutes and decision notices will be prepared by the Secretary and provided to the Chair to sign off within six working days of the meeting of Operations Committee. Once signed off by the Chair these draft minutes will be circulated to all members.

27. At the start of each meeting the minutes and decisions of the previous meeting will be reviewed and signed off by the committee as a true record.
28. All minutes and decision notices will be stored appropriately by the Secretary in line with the principles of data security and retention utilised by Study Group Global.

Decision-making

Quorum and adjournment

29. The quorum for meetings of Operations Committee shall be **two** members, where three members are appointed. The quorum for meeting of Operations Committee shall be **three** members when more than three members are appointed. This calculation for quoracy must include the Chair and at least one ex-officio member.
30. In the absence of a quorum within thirty minutes of the published start time of the Operations Committee, no formal business will be transacted. When a meeting becomes inquorate through the departure of one or more members, the remaining Operations Committee members shall decide whether to adjourn the meeting and if the unfinished business requires that the adjourned meeting should be reconvened. If there are no matters of urgency to be resolved, the unfinished business may be referred to the next ordinary meeting of the committee.
31. Where an adjourned meeting is to be reconvened, the Secretary shall normally give members at least six working days notice of the date and time of the reconvened meeting and of the business to be transacted, which shall normally be restricted to the unfinished business from the original meeting.

Voting

32. If there is a clear consensus for a motion or decision, there will be no need for a formal vote. A formal vote is required where there is no clear consensus or on the request of a proposer.
33. In the case of an equality of votes, the Chair shall have a second and casting vote.
34. Numerical results of all votes taken shall be recorded in the minutes and the Secretary will hold a record of how members voted.

Chair's decisions

35. Between ordinary meetings of Operations Committee, the Chair will have the authority to act on behalf of Operations Committee on any matter requiring a decision prior to the next scheduled meeting and where it is not feasible to call an additional meeting of the full committee. Where appropriate the Chair or Secretary may circulate a query or consultation to the full membership. Any action taken by the Chair on behalf of Operations Committee, shall be reported to the next meeting of the committee.

Delegation of powers and/or authority to committees, officers or other bodies

36. Subject to the directions given to it by the governing body Operations Committee may decide for the exercise, on its behalf, any of its functions by a committee, subcommittee or an officer of DISC, subject to the provisions outlined in paragraph fifteen of the ToRs.

37. Operations Committee may, from time to time, agree to the delegation of its authority and/or powers to be exercised by other committees, or sub-committees which it has formally constituted. The constitution and terms of reference of these committees, or sub-committees, and their specific authority and/or power shall be approved by the Operations Committee in respect of its sub-committees.
38. Those functions of which have not been retained or reserved for the Operations Committee or delegated to other committee or sub-committee or joint-committee shall be exercised on behalf of DISC by the Head of Centre. The Head of Centre shall determine which functions they will perform personally and shall nominate officers to undertake the remaining functions for which they will still retain accountability to Operations Committee.

Reporting and monitoring

39. All committees and/or individual officers who have had authority and/or power delegated to them by Operations Committee should report regularly to the committee on the exercise of that power and/or authority. Each meeting of Operations Committee will have a standing item at which each committee and/or officer can provide a report for consideration by the committee members.

Review of operation

40. Operations Committee will review its operation annually, including its ToRs and SOs. This review will take place after the final meeting each year.
41. A report on the performance of Operations Committee will be compiled by the Secretary and circulated to all members once this report has been signed off by the Chair. It is anticipated that consideration of the report will be undertaken via correspondence with any decisions on actions being taken by the Chair in line with the Chair's decisions section of these SOs.
42. If a member of Operations Committee so wishes the report, and any outcomes, can be considered at the first meeting of the committee in the following year, subject to the provisions outlined in the Conduct of Business section of these SOs.
43. Any report reviewing Operations Committee's performance over the preceding year should be provided to the DISC Board as soon as possible after the report has been finalised.

Duty to report non-compliance with these standing orders

44. If for any reason these SOs are not complied with, full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance, shall be reported to the next formal meeting of Operations Committee for action or ratification. All members of the committee and DISC officers have a duty to disclose any non-compliance with these SOs as soon as possible to the Chair, the Secretary and/or the Board.

Standing Orders

Appendix Biv – Generic

Introduction

1. These Standing Orders (SOs) are the framework around which meetings of the **insert name of Committee/Board** will be conducted. The Chair of the meeting, on the advice of the Secretary, is responsible for ruling on any question of interpretation of the SOs; their ruling is final.
2. Nothing in these SOs is intended to conflict with the Terms of Reference (ToRs) for **insert name of Committee/Board**. In the event of any such conflict, the ToRs should take precedence.

Membership

Conduct of members

3. All members of **insert name of Committee/Board** are required to observe the standards of behaviour expected as set out in the [Code of Conduct](#) and to follow appropriate DISC and Study Group Global policies and processes.
4. If members of **insert name of Committee/Board** are unsure of any actions they should be taking or have concerns that arise as a consequence of their role they should seek support from the Chair, the Secretary or from the Legal and Compliance Team.
5. Should a member of **insert name of Committee/Board** be judged not to be meeting the requirements of the Code of Conduct and/or their behaviour has fallen below that expected of a member of the committee the Chair will deal with this on an informal basis initially, supported by the Secretary.
6. If a member of **insert name of Committee/Board** behaviour is deemed to be significantly serious as to render an informal resolution impractical then the Chair, supported by the Secretary, can move to rescind the appointment of any member without first looking to informally resolve the matter.
7. If the Chair judges that any members' behaviour has fallen below the standards expected, that any informal action has not resolved this or that it is significantly serious, then they can move to have that member's appointment rescinded. The Chair can perform this duty through decision at a meeting of **insert name of Committee/Board** or through Chair's action when appropriate. Any decision to rescind a member's appointment will need to be approved by Academic Board.

Meetings

Schedule and notice of meetings

8. In accordance with the ToRs, **insert name of Committee/Board** will normally meet **insert appropriate frequency** times a year at appropriate intervals and on an ad-hoc basis as required in order to make timely decisions.

9. An annual schedule of ordinary meetings shall be agreed jointly with the Chair and committee and published prior to the start of each year.
10. Special meetings may be convened by the Chair at any time, subject to the provisions in paragraph 11, to consider matters to which specific or immediate attention must be given.
11. Special meetings may be convened at the request of committee members. Such a request must be submitted in writing and signed by **fifty per cent** (rounded to the nearest whole number) of the members of **insert name of Committee/Board**. In such a case, the Secretary will take all reasonable steps to ensure the meeting is held within 20 working days from the date the request was submitted, with at least five working days' notice of the meeting given to all **insert name of Committee/Board** members.
12. Unless otherwise agreed by **insert name of Committee/Board**, and in normal circumstances, at least ten working days' notice shall be given to members of the business to be transacted at meetings (this includes any meeting to be reconvened because the original scheduled meeting was inquorate).

Conduct of business

13. Members must be present at meetings to participate, either on-site or online using video-conference software, or similar form of communication.
14. Unless varied by resolution of **insert name of Committee/Board**, the order of business to be transacted at a meeting of the committee shall be as set out in the agenda which shall be compiled by the Secretary and provided to members in accordance with the Schedule and notice of meetings section.
15. At the last meeting of each year, **insert name of Committee/Board** will be invited to approve a plan of business for the coming year.
16. The Secretary will issue a call for items to be considered for inclusion on the agenda of each **insert name of Committee/Board** meeting and will outline the deadline for such items and relevant documentation to be received. In any event, members of **insert name of Committee/Board**, other DISC colleagues or bodies within Study Group Global wishing to propose an item of business are welcome to do so and shall normally give written notice of such business to the Secretary, at least eleven working days in advance of the next scheduled meeting of the committee. Where such notice is not practicable because of the nature of the business, members shall notify the Secretary at the earliest opportunity of the proposed item.
17. If appropriate, proposed items may be the subject of an informal Committee briefing. Items arriving after the deadline may be transacted at the next meeting or at a subsequent meeting.
18. The consideration of any business not notified on the agenda shall be permitted only by agreement of **insert name of Committee/Board**, taking into account the urgency of the business.
19. Where all items or a specific item of business are categorised as confidential, members shall not divulge the associated papers or discussion to anyone who is not a member of

insert name of Committee/Board without the explicit consent of the Chair. The papers are circulated to members and those in attendance. Copies are also provided for information to relevant DISC or Study Group Global staff.

20. Where all items or a specific item of business are categorised as confidential, the Secretary will note this in the minutes. It is expected that these items of business, including discussions or decisions taken at the meeting, will not be included in any published minutes.
21. Members of *insert name of Committee/Board* should exercise their responsibilities in a collegiate manner through decisions being taken collectively by the members acting as a body. In most circumstances, the Chair will seek approval for the decision from the committee as a collective group. In doing so, any objections will be recorded as appropriate and a simple majority will be required to enact the decision.
22. Procedural decisions may be requested at a meeting without advance notice. Examples of procedural motions include, but are not limited to:
 - i. correcting an inaccuracy in the draft minutes of a meeting;
 - j. moving to a vote;
 - k. appointing a committee or sub-committee and their members;
 - l. deferring consideration of a motion or refer a motion to a particular committee or sub-committee;
 - m. requiring a written report;
 - n. excluding any officers, observers or other persons in attendance to withdraw during consideration of the item;
 - o. requesting to not hear further from a member, observer or invited attendee, or exclude a member, observer or invited attendee for disorderly conduct; and/or
 - p. temporarily suspending, adjourning or closing the meeting.
23. Where the Secretary has withdrawn from the meeting, they must be informed on their return of any resolutions made in private so that the official record of the meeting may be completed.

Recordings of business, minutes and actions

24. The Secretary shall have sole responsibility to record the matters of business, discussions, decisions and actions required by *insert name of Committee/Board*. This will be in the form of minutes and, where required, decision notices.
25. All minutes and decision notices will be prepared by the Secretary and provided to the Chair to sign off within six working days of the meeting of *insert name of Committee/Board*. Once signed off by the Chair these draft minutes will be circulated to all members.
26. At the start of each meeting the minutes and decisions of the previous meeting will be reviewed and signed off by the committee as a true record.
27. All minutes and decision notices will be stored appropriately by the Secretary in line with the principles of data security and retention utilised by Study Group Global.

Decision-making

Quorum and adjournment

28. The quorum for meetings of **insert name of Committee/Board** shall be **insert number for quoracy outlined in the relevant TOR** members, where **insert number** members are appointed. This calculation for quoracy must meet the requirements outlined in the ToRs.
29. In the absence of a quorum within thirty minutes of the published start time of the **insert name of Committee/Board**, no formal business will be transacted. When a meeting becomes inquorate through the departure of one or more members, the remaining **insert name of Committee/Board** members shall decide whether to adjourn the meeting and if the unfinished business requires that the adjourned meeting should be reconvened. If there are no matters of urgency to be resolved, the unfinished business may be referred to the next ordinary meeting of the **insert name of Committee/Board**.
30. Where an adjourned meeting is to be reconvened, the Secretary shall normally give members at least six working days notice of the date and time of the reconvened meeting and of the business to be transacted, which shall normally be restricted to the unfinished business from the original meeting.

Voting

31. If there is a clear consensus for a motion or decision, there will be no need for a formal vote. A formal vote is required where there is no clear consensus or on the request of a proposer.
32. In the case of an equality of votes, the Chair shall have a second and casting vote.
33. Numerical results of all votes taken shall be recorded in the minutes and the Secretary will hold a record of how members voted.

Chair's decisions

34. Between ordinary meetings of **insert name of Committee/Board**, the Chair will have the authority to act on behalf of **insert name of Committee/Board** on any matter requiring a decision prior to the next scheduled meeting and where it is not feasible to call an additional meeting of the full committee. Where appropriate the Chair or Secretary may circulate a query or consultation to the full membership. Any action taken by the Chair on behalf of **insert name of Committee/Board**, shall be reported to the next meeting of the committee.

Delegation of powers and/or authority to committees, officers or other bodies

35. **insert name of Committee/Board** may, from time to time, wish to delegate its authority and/or powers to be exercised by other committees, sub-committees or an officer of DISC. If **insert name of Committee/Board** do wish to delegate any part of its authority or powers it must make a request of Academic Board to undertake this delegation. No

delegation will be allowed if an agreement from Academic Board has not been forthcoming.

Review of operation

36. *insert name of Committee/Board* will review its operation *insert relevant frequency of review*, including its ToRs and these SOs. This review will take place prior to the final meeting of that period.
37. A report on the performance of *insert name of Committee/Board* will be compiled by the Secretary and circulated to all members once this report has been signed off by the Chair. It is anticipated that consideration of the report will be undertaken via correspondence with any decisions on actions being taken by the Chair in line with the Chair's decisions section of these SOs.
38. If a member of *insert name of Committee/Board* so wishes the report, and any outcomes, can be considered at the first meeting of the committee in the following year of operation, subject to the provisions outlined in the Conduct of Business section of these SOs.
39. Any report reviewing *insert name of Committee/Board* performance over the preceding year should be provided to the Academic Board as soon as possible after the report has been finalised.

Duty to report non-compliance with these standing orders

40. If for any reason these SOs are not complied with, full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance, shall be reported to the next formal meeting of *insert name of Committee/Board* for action or ratification. All members of the committee and DISC Officers have a duty to disclose any non-compliance with these SOs as soon as possible to the Chair, the Secretary and/or Academic Board.

Appendix C - Templates

Appendix Ci – Agenda guidelines and template

Agenda development

1. The secretary to the committee prepares a draft agenda for the Chair to approve. The draft agenda can be informed by a range of factors, which include:
 - a. decisions made at the previous meeting(s) of the committee;
 - b. the committee’s business schedule or forward agenda;
 - c. reporting requirements of a parent committee, or sub-committee;
 - d. requests from committee members; or
 - e. emerging issues and themes which have been identified since the previous meeting.
2. The draft agenda should highlight which items are for approval, or endorsement, and which are to note. Items which are for approval, or endorsement should normally be prioritised, and therefore be scheduled earlier on the agenda, and be allocated a larger amount of the committee’s time in the meeting.
3. Once the Chair has signed off the draft agenda, the secretary should liaise with paper and report authors regarding the submission of items. It is helpful to set a deadline for submission of papers and reports. This should normally be several days prior to the circulation of the agenda and papers to the committee.
4. The circulation of the agenda and papers to a committee should normally be at least 5 working days (one week) prior to the meeting. In some instances, it may be helpful to circulate even earlier. The agenda and papers for Academic Board for example are circulated 10 working days (two weeks) prior to the meeting to facilitate appropriate discussion at the meeting.
5. Papers which have not been received by the secretary in time for circulation to the committee, can (with the Chair’s agreement) be included in a supplementary circulation to the committee. Ideally, no papers or reports should be tabled at a committee meeting but even circulating an agenda item 24 hours prior to a meeting, while not ideal, does at least allow a small window for committee members to consider the paper or report.

Agenda

Appendix Cii – Agenda template

Paper for (board / committee)

Date of meeting:

Title of paper:

Members	
Starting with the Chair of the Committee, list alphabetically the names of the members of the committee.	
Apologies	
List alphabetically the members of the committee who have sent their apologies in advance of the meeting.	
Items for discussion	
Item	Presenter
<p>Welcome The Chair should introduce and welcome new members the Chair and use this part of the meeting to highlight any matters they wish to bring to the committee’s attention</p>	
<p>Declaration of interests Use this section to identify any declarations of interest that committee members raise that have not been previously recorded.</p>	
<p>Minutes of the previous meeting The minutes of the previous meeting should be presented for approval.</p>	
<p>Matters Arising Matters arising from the minutes of the last meeting.</p>	
<p>Substantive business Add agenda items against as required. Provide title of the item an indication of the decision required and a link to the paper submitted.</p>	
<p>Any other business This item should be for business that is raised after papers and the agenda has been distributed to members of the committee. Normally this business will have been raised with the Chair and Secretary ahead of the meeting and the Chair will have agreed to this business being discussed.</p>	

Appendix Ciii – Guidelines for board/committee papers

Presentation of business to the Board and governance committees

1. These guidelines will be reviewed and updated annually by the QAE Office, signed off by the Chair of the Board and updated within this handbook.
 - a. All papers must use the standard cover paper template and follow these guidelines. The cover paper template ensures that key subject matter and the action requested is detailed both concisely and precisely.
 - b. Managers are requested to ensure that reports written for the Board, or its committees, use the cover paper template and the guidelines. Sponsors of papers are responsible for ensuring that reports are of appropriate quality.
 - c. Papers must present business clearly and simply. Papers must have an Executive Summary which provides a concise summary covering its purpose and key points.
 - d. Formal decisions requested of the committee (To Note, To Recommend, To Approve) must be worded in a clear, precise, unambiguous and self-contained manner.
 - e. In general, papers proposing a particular course of action must include an assessment of risk and/or a high-level options analysis. If appropriate, this should also describe any risks arising from taking no action, in addition to the action proposed.
 - f. Jargon must be avoided, and acronyms must only be used if they are genuinely in common usage. If not, they should be spelt out in the first instance.
 - g. Board and committee papers for major items of business must be written specifically for the recipient board/committee, rather than be re-cycled papers generated for other internal/management committees. Wherever relevant, papers should include options for discussion and consideration, and provide supporting detail regarding action or decisions requested of the committee.
 - h. Papers must be formatted so that they are easily readable and ideally be of no more than 2000 – 3000 words in length. It is recognised that occasionally, major complex topics may require greater detail and if this is likely to be the case, report authors should agree this in advance with the secretary of the committee. Papers must be written as text in Word, with graphics and PowerPoint slides where appropriate.
 - i. For major papers which require Board approval prior to submission to an external stakeholder (e.g. QQI), or publication by DISC, the cover paper template must be used to provide a high level summary, and the full paper included as an appendix.
2. Requests for approval of revisions to internal policies and other governing documents must explain the need/objective and key points of proposals and provide as an appendix a tracked changes copy of the policy/document to enable committee members to view changes in their overall context.

Cover paper

Appendix Civ – Cover paper template

Paper for (board / committee)

Date of meeting:

Title of paper:

Sponsor	The committee member or regular attendee who will present the paper/report
Author	The member of staff who has written the paper/report
Executive summary	This should provide a concise summary of the paper to be presented which covers the purpose of the paper, and all key points.
Decision requested	<p>This should clearly and precisely state the action required from the committee. A committee should be asked to:</p> <ol style="list-style-type: none"> 1. note, or 2. recommend (if endorsing/presenting/recommending to a parent/superior committee for formal approval), or 3. approve (if the matter is within the decision-making remit of the committee). <p>All decisions requested should be listed individually and specifically.</p>
Risks and opportunities	
Financial implications	
Appendices	Any appendices which support the paper/report should be listed here.

Minutes

Appendix Cv – Minutes template

Minutes of (board / committee)

Date of meeting:

Change the status of the minutes according to their journey through the approval process:

DRAFT – prepared by the committee secretary

UNAPPROVED – signed off by the Senior Officer/Chair of the committee

APPROVED – formally approved by the committee

Members	Starting with the Chair of the Committee, list alphabetically the names of the members of the committee.
Present	Starting with the Chair of the Committee, list alphabetically the names of the members present at the meeting.
In attendance	Identify any colleagues who attend for a specific agenda item, and which item it is. This may not be necessary for each meeting and can be removed.
Apologies	List alphabetically the members of the committee who have sent their apologies in advance of the meeting.
Minutes	

1 - Welcome

Highlight any new members the Chair introduces, also use this section to highlight any matters to Chair may bring to the committee's attention

2 - Declaration of interests

Use this section to record any declarations of interest that committee members raise in relation to specific agenda items

3 - Minutes of the previous meeting

The minutes of the previous meeting should be presented for approval. If amendments are requested, use this section to briefly identify or summarise requested changes

4 - Matters arising

Matters arising from the minutes of the last meeting, and updates on actions should be summarised in this section

5 - Agenda items

Add discrete agenda items against each minute number. Provide details of what the committee received, key points of discussion, and all decisions that the committee agreed in relation to the agenda item.

Matters Arising

Appendix Cvi – Matters arising template

Matters arising for (board / committee)
 Date of meeting:

Matters arising-report on action based upon previous decisions of the committee				
Item	Meeting	Minute ref.	Decision	Action, date to be completed & Owner
1				
2				
3				
4				
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15				
16				

Appendix D - Job descriptions

Appendix Di – Head of Centre

Job Title:	Head of Centre
Job Category:	Academic management
Division:	Study Group Ireland trading as Dublin International Study Centre
Direct Manager:	University Partnership Director
Location:	Dublin International Study Centre
Direct Reports:	Head of Curriculum & Progression, Head of Professional Services
Job Purpose:	
<p>To provide academic and operational leadership to the team responsible for designing and delivering the Dublin International Study Centre's (DISC) portfolio of programmes; and to lead the relationship with the partner university in respect of operational and academic management matters. To provide clear strategic direction for DISC in line with organisational objectives in conjunction with the DISC and Study Group's wider management team.</p>	
Key Responsibilities:	
<p>Leadership and management</p> <ul style="list-style-type: none"> • Lead and drive high levels of performance across DISC to ensure the best student outcomes and student experience • Contribute to developing, communicating, and enacting the strategy and priorities for DISC • Create and regularly update DISC's strategic documents, to ensure their currency • Lead DISC staff and effectively manage line reports' performance through the setting of clear KPIs and by regular review • Actively lead the DISC Centre Management Team ensuring alignment to strategy and priorities for DISC • To manage staff performance and support their career development through MyDevelopment and MyPathway systems • Provide effective performance management of direct reports and address any performance concerns through the appropriate channels • Encourage and support staff to participate in continuous professional development activity • Recruit into senior centre roles and ensure that DISC is adequately resourced • Plan and undertake personal development as agreed with your line manager • Drive high levels of staff engagement by ensuring that employee survey results are acted upon 	

- Represent DISC on key joint committees and in the absence of the University Partnerships Director; deputise on strategic groups
- Where appropriate, and through negotiation with the partner university, be a member of strategic groups.

Academic and Operational Management

- Lead the planning, management and delivery of all DISC's academic programmes and courses to ensure the best possible student outcomes and student experience
- Set the framework for and oversee the allocation of teaching resources, ensuring that teaching and learning activities are planned and delivered within an agreed budget and meet operational margins
- Ensure that teaching resources are planned and allocated in good time before the start of each term
- Ensure that effective processes are in place for the recruitment of academic staff and ensure that all academic staff are suitably qualified to teach sessions and courses on which they are scheduled
- Provide leadership to ensure that DISC designs and introduces new courses and products as appropriate to DISC's strategic plans
- Create effective relationships with Study Group Ltd. support functions including HR, Finance, IT, Estates, Admissions, Sales, Marketing, Student Experience and Student Success to support the delivery of DISC's strategic goals
- Ensure DISC adheres to all compliance procedures relating to internal processes and external bodies which include but is not limited to the Department of Justice and Equality, QQI, Garda Vetting Bureau, TUSLA, University College Dublin.

Academic Standards, Quality Assurance and Enhancement

- Lead on ensuring that the design and delivery of all courses are conducted with reference to and according to DISC, partner universities and relevant external agencies' quality frameworks, policies, procedures and codes of practice
- Ensure that processes are in place for the effective design and implementation of appropriate, fair and secure assessment activities on all courses and ensure all students receive effective assessment feedback
- Lead on ensuring the implementation of actions from the Centre Action Plan and monitor and report regularly on progress against actions in the Centre Action Plan
- Run and chair relevant governance committees and groups as agreed with the University Partnership Director, the Provider and/or the partner university
- Ensure high levels of automatic progression are achieved for students across all modules, courses and programmes
- Support the internal retention of students, effectively utilising the network links and partnerships to create opportunities for all students
- Analyse data and feedback from a wide variety of sources to monitor progress towards progression targets, planning and implementing remedial actions where necessary, supporting the relevant DISC teams to achieve this

- Produce Annual Monitoring Reports for submission to relevant academic governance bodies and relevant partner university bodies
- Provide reports, data and recommendations to key partnership meetings and academic governance meetings
- Ensure that high quality service levels are delivered to students and other stakeholders and that student satisfaction remains at a high level.

Course approval, changes and programme oversight

- Lead on preparing new courses for approval and existing courses for re-validation and/or re-approval
- Lead on proposing course changes to the relevant academic governance body and/or university committee or group
- Maintain DISC's deliberative structures, ensure that oversight of courses running in each programme to ensure consistency across the delivery of various courses in each programme
- Ensure that new courses are designed to meet existing programme academic requirements.

Partnership Management

- Develop and maintain effective relationships with key contacts at UCD, ensuring a full understanding of relevant university curriculum content, assessment modes and quality policies and procedures
- Facilitate interaction between UCD staff and DISC academic and student experience staff to ensure the best possible transition for students
- Attend and represent DISC at governance and management meetings with UCD, providing presentations, information and data analysis
- Act as one of the key representatives in the partnership, interacting with and leveraging partner relations to develop and grow DISC
- Ensure that DISC has access to key data on the performance of students once they have progressed to UCD
- Work effectively and collaboratively with the Study Group Ltd. Sales, Marketing and admissions support functions to ensure that the DISC grows, develops and remains an attractive proposition for international students and relevant stakeholders.

Organisational Compliance:

The post holder must comply with DISC policies and applicable laws including those in relation, but not limited to: Occupational Health and Safety; Anti-Discrimination and Harassment; Anti-Bribery and Corruption and those specifically relevant to the position and authority of the job holder.

Appendix Dii – Head of Curriculum & Progression

Job Title:	Head of Curriculum & Progression
Job Category:	Academic Management
Division:	Study Group Ireland trading as Dublin International Study Centre
Direct Manager:	Head of Centre
Location:	Dublin International Study Centre
Direct Reports:	Head of English, Subject Tutors
<p>Job Purpose:</p> <p>The Head of Curriculum & Progression will provide the leadership and vision to deliver excellent student success through the development of teaching, learning and assessment, curriculum innovation and quality assurance and enhancement that embeds outstanding collaborative working with both the University and the Study Group network. You will be responsible for leading and supporting a team of academic staff and have responsibility for maintaining and managing academic standards, quality assurance and enhancement. Reporting to the Head of Centre, you will work closely with colleagues within and outside Dublin International Study Centre and be accountable for the delivery of contractually required progression rates to the University. Critically, the successful candidate will need to carefully balance the requirements of DISC alongside the need for compliance, consistency and collaboration with the University and Study Group as a whole. The successful applicant will support the Head of Centre, deputise for the Head of Centre when required and join the senior management team; consequently, applicants must have a proven track record of effectively and efficiently running a small to medium large sized academic department, with experience of managing different curriculum pathways, a number of direct reports; rigorous and robust quality assurance processes, and accurate report compilation and writing.</p>	
<p>Key Responsibilities:</p> <p>Strategic leadership</p> <ul style="list-style-type: none"> • Articulate and implement a clear vision to drive forward continuous improvement and enable DISC to achieve targets for student success and Centre growth in line with Study Group's strategic pillars • Articulate and implement a clear vision for the development of programmes and student experience to meet the overall strategic aims of DISC as an effective, attractive and high-quality pathway, in consultation with the Head of Centre • Contribute to strategic planning and policy development in areas including human resources; academic development; learning, teaching and assessment; and academic quality assurance and enhancement as part of the Centre management Team • Contribute to, in conjunction with the DISC management team, the Identification of strengths, weaknesses, opportunities and threats and the identification of appropriate actions to solve problems and enhance delivery 	

- Provide inspirational leadership across DISC to develop and foster a culture that allows sharing of good practice and encourages self-development and innovation in approaches
- Participate in network committees and processes as requested

Human Resources

- Provide effective and efficient leadership, management and co-ordination of staff resources across the academic teams in DISC working closely with the Head of Centre and the Head of Professional Services.
- Oversee direct reports' development, including MyPathway activities appraisals and setting of outcomes; foster staff members' strengths to establish real career paths for the benefit of the individual and the organisation; and identify and arrange training and continuous professional development activities
- Ensure that direct reports have received, understand and implement all Centre policies and are familiar with and contribute to Centre governance; ensure all direct reports are clear on their roles and responsibilities which are linked to appraisals and monitored throughout the year

Academic Management

- Attend and actively contribute to relevant University Boards and Committees
- Work on new programme development, taking the lead on these projects when required and working with the University to deliver growth
- Schedule and chair regular meetings with subject tutors to discuss relevant matters, including student progress, upcoming tasks and deadlines, and coordination of marking
- Work closely with subject tutors (where applicable) and the Head of English to ensure that appropriate, current and relevant subject, academic skills and language developments are integrated and embedded in programmes, aligned with and affirming partnership articulation aspirations
- Oversee and work with DISC's VLE-champion to ensure the development and maintenance of DISC's VLE, pre-arrival materials, and any online learning opportunities, where applicable
- Create a calendar of observations (both evaluative and peer) and conduct these observations according to centre and network policy
- Assist in developing effective partnerships with the UCD Colleges and relevant departments to gain academic opportunities and benefits for both students and staff

Quality Assurance and Enhancement

- Take responsibility for academic standards, the quality of learning opportunities, and the accuracy and completeness of published information, ensuring that these are managed appropriately and in accordance with the policies and procedures of DISC, Study Group and the University, as relevant

- Arrange and conduct teacher observations and coordinate peer observations
- Ensure consistent implementation of DISC's Learning, Teaching and Assessment Strategy
- Oversee the effective operation of various committee meetings as may be appropriate, and lead on the implementation of a Student Outcomes Plan
- Lead on ensuring that DISC is fully compliant with Study Group, UCD, QQI and other relevant external agencies' quality frameworks, policies, procedures and codes of practice
- Oversee and respond to External Examiner(s) with regards to student outcomes and the effective assessment processes within DISC
- Contribute to and monitor progress against the actions in the Centre Action Plan and report on these to the Head of Centre and various governance committees
- Contribute to the revision and updating of centre policies and handbooks annually for submission to Quality Assurance and Enhancement Office
- Contribute to internal and external reports, including the Annual Monitoring Reports, reports as required for Quality Assurance and Enhancement Office, Oversight Board reports, and reports requested by external bodies
- Lead on the delivery of module and programme evaluation, reporting progress and areas for improvement directly to the relevant boards
- Lead on the periodic re-approval process including the development of the programmes in conjunction with University academics and abiding by Study Group's internal approval processes
- Working with Study Group Student Success Directorate, maintain and continuously improve quality and academic standards in line with QQI expectations

Student Success

- Ensure students are completing work set, preparing for and attending all tests, mid-term assessments and module exams and submitting assessments to deadlines, in conjunction with the Head of Professional Services
- Ensure responsible parties are recording all issues and taking action with problems, maintaining student records and results to include reports for academic committees, in conjunction with the Head of Professional Services
- Review individual student progress and discuss strategies for support of students
- Analyse data and feedback from a wide variety of sources to monitor progress towards progression targets, planning and implementing remedial actions where necessary
- Plan and monitor progression tracking activities and student outcomes planning within DISC, reporting to the Head of Centre and Centre committees, as appropriate
- Implement relevant actions arising from the Staff-Student Liaison Committee meetings
- Liaise with Centre and University colleagues regarding immersion events for students

- Take on some teaching or cover responsibilities in exceptional circumstances

Organisational Compliance:

The post holder must comply with DISC policies and applicable laws including those in relation, but not limited to: Occupational Health and Safety; Anti-Discrimination and Harassment; Anti-Bribery and Corruption and those specifically relevant to the position and authority of the job holder.

Appendix Diii – Head of Professional Services

Job Title:	Head of Professional Services
Job Category:	Academic Management
Division:	Study Group Ireland trading as Dublin International Study Centre
Direct Manager:	Head of Centre
Location:	Dublin International Study Centre
Direct Reports:	Administration Assistant
<p>Job Purpose:</p> <p>This role will provide the leadership and vision to support sector leading services to students, staff and other key stakeholders. You will play a vital role within the Senior Management Team of DISC in achieving the delivery of the best possible student outcomes and experience. You will be responsible for leading and supporting a team of Professional Services staff. Reporting to the Head of Centre, you will work closely with senior colleagues within and outside of DISC and be accountable for the delivery of exceptional service provision. Critically, the successful candidate will need to carefully balance the requirements of DISC alongside the need for consistency and collaboration with the University and the Study Group network. This person will have leadership and accountability for and direct line management responsibility of a team of staff who will execute and operationalise the development and enhancement plans for the area.</p>	
<p>Key Responsibilities:</p> <p>Leadership and management</p> <ul style="list-style-type: none"> • Articulate and implement a clear vision for the development of Professional Services in partnership with the Head of Centre, Study Group management team and university. • Manage the hiring process for Professional Services staff, including advertising, interviewing, selection and induction. • Provide effective performance management of direct reports, including setting personal objectives and KPIs; regularly reviewing performance of direct reports; and conducting formal performance reviews according to company policy and procedures. • Contribute to senior management meetings in DISC as appropriate to inform strategic planning and resource allocation including identifying appropriate actions to solve problems and enhance delivery. • Attend and actively contribute to relevant partnership boards and committees, work and develop close and effective working relations with key with University departments (Estates, Facilities, Accommodation, Welfare, Global and Students' Union) through approved liaison points and report regularly on these through DISC deliberative and management structures. 	

- Monitor the key performance indicators in Professional Services to demonstrate effectiveness in achieving DISC's business objectives and manage performance, where required.

Quality Assurance & Enhancement

- Support the Head of Centre to ensure that DISC is fully compliant with Study Group, University College Dublin and relevant external agencies' quality frameworks, policies, procedures and codes of practice and that risks or evidence of non-compliance are escalated.
- Contribute to the production of the Annual Monitoring Report, Centre Action Plan, and other evaluative and reflective documents, for submission to Study Group and the University as part of the quality assurance and enhancement process.
- Maintain, in agreement with the Head of Centre, the Calendar of Business, ensuring quality assurance meetings are diarised, held and minuted, including contributing to governance committees and groups as agreed.

Student Experience and Welfare

- Oversee the customer service operations of DISC, ensuring consistently high levels of student satisfaction and overseeing student feedback cycle.
- Oversee the planning and management of student induction, to ensure all students receive a smooth, legally compliant and efficient entry into DISC.
- Oversee necessary safeguarding compliance, arrangements and policies (both organisational and country-specific) are in place to facilitate each student's academic success; ensure that staff are vetted and adequately trained on safeguarding; manage child protection issues in liaison with appropriate government bodies.
- Liaise with the central Visa team to be aware of any new and upcoming changes in visa regulations.
- Ensure students and staff are aware of and know how to access university services and direct them when necessary.
- Create a tutorial structure which helps address student welfare needs and teaches them to address and assess their own needs and work with personal tutors to ensure that welfare needs are identified and supported.
- Assist students in crisis in accessing necessary supports.
- Oversee student attendance system: review attendance and act in line with DISC's policy; meet with students to counsel on attendance and issue informal and first formal warnings; escalate attendance issues to Head of Centre when required.

Operations

- Manage the student data life cycle, including all arrivals, assessment, attendance, conduct, welfare and progression related data.

- Manage and collate all information to enable the effective timetabling by the Academic Officer of classes, examinations, assessments and induction activities and associated communications.
- Oversee the correct application of financial procedures and ensure that finance and budget information required by DISC is accurately and securely maintained.
- Compile the monthly payroll spreadsheet.
- Implement and support processes for student payment of fees.
- Liaise with Study Group Finance Department where necessary and ensure that Finance colleagues have regular and accurate finance information.
- Act as the first point of contact for sponsors and ensure that processes are in place to deliver the information required by sponsors and to support sponsored students.
- Ensure that the key functions of the professional services team are covered where necessary.
- Support the Head of Centre in ensuring that a suitable level of Health and Safety is provided for staff and students.
- Provide logistical and administrative support for academic human resources; CPD and training; learning, teaching and assessment; and academic quality assurance and enhancement.
- Manage and address day to day issues that arise ensuring that solutions are identified and problems resolved effectively and efficiently or escalate the issue necessary.
- Act as Examinations Officer in overseeing the administrative and logistical aspects of all examinations: timetabling, room set-up and invigilation, results uploads and checks, preparation of MAB and PAB documents and transcripts; archiving scripts and compliance documents.
- Ensure that all meetings are minuted and that the agendas and minutes are filed.

Organisational Compliance:

The post holder must comply with DISC policies and applicable laws including those in relation, but not limited to: Occupational Health and Safety; Anti-Discrimination and Harassment; Anti-Bribery and Corruption and those specifically relevant to the position and authority of the job holder.

Appendix Div – Head of English

Job Title:	Head of English
Job Category:	Academic Management
Division:	Study Group Ireland trading as Dublin International Study Centre
Direct Manager:	Head of Curriculum & Progression
Location:	Dublin International Study Centre
Direct Reports:	Academic English Skills Tutors
Job Purpose:	
<p>To lead a team of Academic English Skills tutors, ensuring that all English and Academic Skills modules across all courses and programmes are delivered to agreed standards, follow the agreed curriculum and utilise agreed assessment modes, resulting in the best possible outcomes for students and the best possible student experience. To design and manage the delivery of English and Academic Skills modules. To develop and lead teaching, learning and assessment initiatives in DISC to embed good practice in language development and Academic Skills within both English and Academic Skills and subject module delivery.</p>	
Key Responsibilities:	
<p>Leadership, management and personal development</p> <ul style="list-style-type: none"> • Lead and motivate a team of Academic English Skills tutors to contribute to ensuring the best possible student outcomes and student experience on English and Academic Skills modules • In conjunction with the Centre Management Team, develop and implement an approach to learning, teaching and assessment that inspires students and provides an appropriate learning journey in meeting their development needs and preparation for university study • Identify and create strategies to support language and Academic Skills development that can be integrated into subject modules and, in conjunction with the Centre Management Team, implement and evaluate the impact of these strategies on students' language skills and academic development • Work in conjunction with the Head of Curriculum & Progression to provide effective performance management of direct reports, including MyPathway activities appraisals and setting of outcomes; foster staff members' strengths to establish real career paths for the benefit of the individual and the organisation; and identify and arrange training and continuous professional development activities • Work with Centre management to recruit and induct new academic staff for Academic English Skills courses and modules as required and according to Study Group policies and procedures, ensuring that all academic staff teaching English 	

and Academic Skills have appropriate background checks and references and are suitably qualified to teach the sessions and modules for which they are scheduled

- Manage annual leave, absences and pay claims for direct reports
- Handle grievances and disciplinary issues at initial stages for direct reports
- Facilitate and organise opportunities for staff to develop their pedagogy around language skills
- Participate actively within the Centre Management Team to promote high expectations to staff and students and to deliver an excellent student learning experience
- Contribute to partnership development with University academics and leaders to enhance students' academic preparedness and transition to university study
- Plan and undertake regular personal development as agreed with Head of Curriculum & Progression
- Promote and safeguard the welfare of the students for whom you are responsible and with whom you come into contact

Academic and Operational Management

- Plan and oversee the design and delivery of all English and Academic Skills modules (on Insendi or otherwise) ensuring the best possible student outcomes and student experience, holding regular team meetings and student focus groups to review and inform planning and development
- Allocate teaching resources for English and Academic Skills, working according to scheduling guidelines, ensuring that teaching and learning activities are planned and resources allocated according to set deadlines and that these are planned and delivered efficiently to meet operational margins
- Oversee the production of documentation for English and Academic Skills, including course outlines, module handbooks, schemes of work and teaching and learning materials, including use of online materials available via the VLE
- Lead the design and implementation of appropriate, fair and secure assessment activities for English and Academic Skills and ensure all students receive effective assessment feedback
- Lead DISC's work to promote academic integrity, including the avoidance of plagiarism and other academic misconduct
- Teach modules and/or sessions as agreed with the Centre Management Team (maximum 15 hours)
- Work with the academic staff and DISC's leadership team to ensure classes are appropriately covered when AES tutors are absent
- Oversee the recording and reporting of teaching and assessment activity, including ensuring data and reports are completed and submitted accurately and within deadlines
- Work in partnership with the Head of Centre and Head of Curriculum & Progression to design and introduce new programmes, modules, products and methods of delivery and assessment

- Work with DISC network colleagues to ensure design and delivery of Academic English Skills in DISC is in line with Study Group requirements, including standardisation and moderation
- Oversee coordination and administration of online Wiseflow assessments
- Contribute to the development of induction materials and induction delivery.

Academic Standards, Quality Assurance and Enhancement

- Ensure that the design and delivery of all English and Academic Skills courses and modules are conducted with reference to and according to Study Group's, UCD's and relevant external agencies' quality frameworks, policies, procedures and codes of practice
- Plan, oversee and monitor the implementation of actions from the Centre Action Plan relevant to English and Academic Skills
- Liaise with External Examiners for English and Academic Skills, providing information to External Examiners as required
- Analyse, respond to and plan and implement actions as a result of External Examiner feedback and recommendations
- Ensure high standards of teaching and learning in English and Academic Skills, working with colleagues to monitor and observe teaching and learning activity and supporting continuous improvement of teaching and learning practice within DISC
- Conduct regular focus group meetings with students to facilitate early identification of any issues and in conjunction with the Centre Management Team, plan and implement actions to address issues and feedback to students
- Ensure high levels of progression are achieved for students across all English and Academic Skills modules
- Analyse data and feedback from a wide variety of sources and monitor progress towards progression targets, planning and implementing remedial actions where necessary
- Contribute to the production of the Annual Monitoring Report, Centre Action Plan, and other evaluative and reflective documents, for submission to Study Group and UCD
- Any other duties as required from time to time by the Centre Management Team including deputising when necessary

Course approval, changes and programme oversight

- Contribute to the development of new courses and modules relating to English, and Academic Skills for approval, and the review and enhancement of existing courses for re-approval
- Propose programme or module changes to the relevant Study Group or University committee or group in line with policies and procedures

Partnership Management

- Develop and maintain effective relationships with key academic contacts at the University in relation to English and Academic Skills, ensuring a full understanding of relevant University curriculum content, assessment modes and quality policies and procedures
- Ensure effective interaction between university staff and academic staff for English and Academic English Skills to facilitate the best possible transition for students to University study, liaising as necessary to support ongoing academic language development
- Attend and represent DISC for English and Academic Skills at meetings with the University, as agreed with the Head of Centre, and provide presentations, information and data analysis as required.

Organisational Compliance:

The post holder must comply with DISC policies and applicable laws including those in relation, but not limited to: Occupational Health and Safety; Anti-Discrimination and Harassment; Anti-Bribery and Corruption and those specifically relevant to the position and authority of the job holder.

Appendix Dv – Head of Quality

Job Title:	Head of Quality
Job Category:	Academic Management
Division:	Study Group Ireland trading as Dublin International Study Centre
Direct Manager:	Head of Centre
Location:	Dublin International Study Centre (Remote)
Direct Reports:	None
<p>Job Purpose:</p> <p>The Head of Quality is the quality assurance business partner for Study Group Ireland (SGI). You will work closely with the Quality Assurance and Enhancement Office (QAE) to apply quality assurance processes and enhancement policies which are designed to ensure that each of our students are at the centre of our high-quality academic experience and ensure that SGI is compliant with Quality and Qualifications Ireland (QQI) requirements, partner university standards and relevant government legislation.</p>	
<p>Scope of job:</p> <p>You will have responsibility for quality assurance and enhancement matters while making sure that Dublin International Study Centre (DISC) adheres to Study Group's internal quality assurance requirements, while developing a culture of quality across the Centre and providing advice and guidance. In fulfilling this role, you will be a key part of the system providing assurance to our global Academic Board and relevant external regulatory bodies regarding the quality of our provision and the academic standards achieved by our students.</p> <p>Reporting to the Head of Centre, you will work closely with senior colleagues in DISC and be accountable for DISC engaging with and successfully implementing, the expected internal quality assurance and enhancement processes. You will ensure that DISC's local quality assurance and academic governance mechanisms are documented, that they operate effectively, and that they produce appropriate quality assurance information to allow the QAE office to fulfil its assurance function and to report comprehensively to QQI and other external bodies as required. You will develop and embed a fully documented Quality Assurance cycle of review, reflection and consequent evidence-based updates on quality policies and procedures.</p> <p>You will also be required to work with all parties concerned to ensure the smooth running of Study Group's approval and monitoring processes. You will use your expertise and knowledge, to produce reports that detail the outcomes of those processes which will contribute to the effective academic governance of the organisation. This role will also include liaising with relevant committees including (but not limited to) the global Academic Board and</p>	

its committees and acting as the quality spokesperson as required, both internally and externally.

Key Responsibilities:

Business Partnering

- Lead in embedding quality assurance and enhancement processes that work seamlessly with local academic governance oversight.
- Be a source of key advice and guidance for centre colleagues in all aspects of quality assurance to aid them in mitigating and managing the risk associated with poor student experiences and/or outcomes.
- Provide assurance that appropriate policies and controls are in place, are applied consistently and comply with Study Group requirements, QQI and partner regulations, and relevant legislation.
- Lead in the operational aspects of the ISC's quality assurance processes and/or the local academic governance mechanisms to ensure that they are being delivered effectively.
- Promote and forward the interests of SGI with external bodies.

Relationship management

- Work to engender positive working relationships with centre colleagues as well as with the wider network of Study Group centres and external partners.
- Ensure that the centre can effectively embed quality assurance procedures in all centre activities to enable organisational objectives to be met.
- Ensure that where areas of risk are identified and/or improvements need to be made these are communicated effectively and that mitigations are in place quickly.
- Work effectively with all parties concerned to ensure the smooth running of approval and monitoring processes for centres.
- To work with all parties concerned to ensure the successful delivery of QAE Office initiatives locally.

Quality assurance & enhancement

- Co-ordinate, attend and produce reports for approval events as a key member of panels making quality assurance/compliance decisions.
- Co-ordinate, oversee and produce reports from monitoring submissions considered via correspondence and at monitoring events.
- Prepare reports, draft papers and present papers at academic governance committees, as appropriate.
- Play a role in the continuous improvement of the approval and monitoring mechanisms of DISC to ensure that they remain fit for purpose.
- Work with colleagues within the QAE Office to ensure that there are mechanisms to share best practice around the DISC network of centres.
- Understand the impact between the network wide approval and monitoring processes and any local quality assurance / academic governance mechanisms.
- Attend external quality events.

- Ensure appropriate externality in governance and quality processes and ensure no conflicts of interest arise.

Operational

- Set and administer the local calendar for quality meetings and events, surveys, monitoring activities and quality assurance report writing.
- Lead on the compilation of the Annual Monitoring Report and Centre Action Plan.
- Chair and participate effectively in quality meetings and ensure effective administration of other internal meetings.
- Develop training and development programmes for all staff in relation to Quality Assurance.
- Develop internal student and staff surveys, provide the analysis of the information and develop follow-up action plans arising.
- Maintain data and statistics as appropriate and provide reports to the Head of Centre to demonstrate any indication of trends and performance as appropriate or requested.
- Play a role in the design and delivery of specific parts of SGI's strategic plan.
- Act as local Data Officer, managing any GDPR issues arising.
- Update handbooks and policies on an annual basis to reflect any changes internally or in relevant external legislation and ensure consistency of documentation and information across all internal and external platforms

Organisational Compliance:

The post holder must comply with DISC policies and applicable laws including those in relation, but not limited to: Occupational Health and Safety; Anti-Discrimination and Harassment; Anti-Bribery and Corruption and those specifically relevant to the position and authority of the job holder.



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