

# Effective Governance for Independent FET and HET Providers

QQI Provider Briefing Presentation

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# Governance



# What are Panels Saying?

The independence of Academic governance needs to be made more transparent.

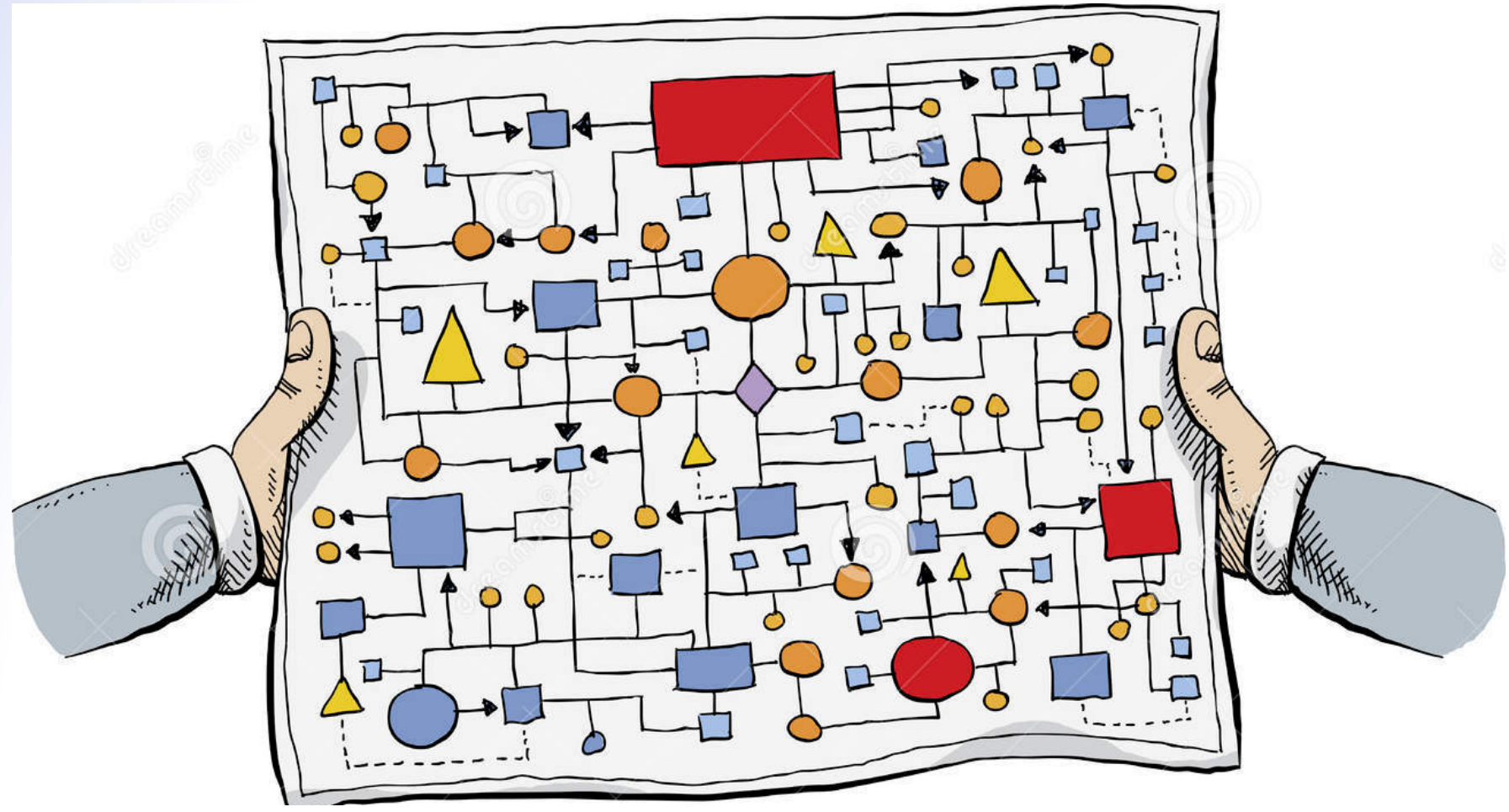
Make clearer the remit of committees

Increase externality / independence within the governance units

Provide for a clear separation between academic and commercial decision making

Include clear and specific Terms of Reference for all units of governance

Review the terms of reference of the Academic Council to ensure that its ultimate authority in academic decision-making is reflected appropriately



# Separation of Academic & Commercial Governance

## What It Isn't:

- Two entities operating in isolation
- The same personnel wearing different hats
- The tail wagging the dog
- Equal distribution of power

# Separation of Academic & Commercial Governance

## What It Is:

- Objectivity in decision-making structures
- Absence of conflict of interest
- Representative membership and expert decision-making
- Clear delineation of responsibility

## Academic Governance

Academic matters such as

- Access, transfer and progression
- Programme development and validation and review
- Assessment, progression and award decisions
- Academic integrity, regulations and standards
- Qualifications of academic staff
- Appeals

## Corporate Governance

Business matters such as:

- Fees and finance
- Services and facilities
- Resources and administration
- Legal and compliance
- Commercial activities outside education
- Human Resources
- Complaints

# Examples of Issues Arising

- Owner / shareholder influence on academic committees
- Academic committees tasked with financial matters
- Corporate functions tasked with academic matters
- Conflict of interest scenarios
- Lack of clarity and transparency
- Disconnect between QAPs and governance structure



# Externality / independence

- Governance enforces separation of responsibilities between those who produce / develop material and those who approve it.
- Where a provider's scale is such that it cannot support internal committees, alternative arrangements are put in place to ensure objective oversight.

# Good Practice Examples

- External Chair / members of Board of Directors
- External Chair / members of Academic / Quality Committee
- External Chair of Exam Board / Results Approval Panel
- External member(s) of appeals panels
- External reviewers for programme proposals / mock validations / monitoring & review activity
- External Advisory Groups

# Terms of Reference

- Need to be clearly documented and published
- Must include:
  - Purpose
  - Frequency
  - Membership and quorum
  - Duties and responsibilities (of committee and roles)
  - Reporting and accountability
  - Decision-making authority

# Points for Consideration

## **Provider Discretion – institutional autonomy**

- Context relevant
- An Academic / Quality Committee is required
- Executive team / committee for business leadership
- Governing Body overseeing both sides
- Clearly defined membership, responsibilities and TOR
- Fit for purpose
- Academic structures articulate with corporate structures
- Named role with responsibility for academic standards & QA

Thank You and Good Luck