2. Governance And Management of Quality

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2. Governance And Management of Quality

Introduction

Effective governance and management of quality are fundamental to ELI Schools' ability to deliver high-quality English language education across all centres. This chapter establishes governance structures, roles, responsibilities, and accountability mechanisms that ensure quality is maintained, monitored, and continuously improved.

ELI Schools' governance operates on three integrated levels:

- **Strategic Level:** Board of Management meets quarterly to provide strategic oversight, governance, risk management, and accountability for the organization.
- **Committee Level:** Academic Committee and Operations Committee each meet quarterly to provide governance and oversight of their respective domains, informed by monthly panel reports.
- **Panel and Board Level:** Six monthly panels and three quarterly boards (Appeals Board, Examination Board, Programme Boards) provide tactical oversight, identify issues, and drive continuous improvement within their specific areas of responsibility.

This multi-tiered approach ensures:

- Strategic decisions made at appropriate levels
- Detailed operational monitoring at panel level
- Regular escalation of key issues to committee and board level
- Clear accountability and visibility across all areas
- Systematic data collection and evidence-based decision-making
- Responsive, timely management of compliance and quality issues

2.1 Structure of Governance Units

2.2 Membership of Individuals within Governance Units

The following matrix shows which individuals participate in which governance bodies:

Role / Governance Body	Academic Committee	Quality Panel	Compliance Panel	Program Board	Examination Board	Appeals Board
Director Operations	Ex-officio					
Snr Director of Studies	✓ Chair	✓ Chair			✓ Chair	
Quality Officer	✓ Member	✓ Member	✓ Member	✓ Chair	✓ Member	✓ Member
Direct of Studies (s)	✓ Member	✓ Member		✓ Member	✓ Member	
ADOS		✓ Member			✓ Member	
Snr Academic Manager	✓ Member		✓ Chair			✓ Chair
Academic Manager (s)			✓ Member			✓ Member
Teachers				✓ Member		
Student Voice				✓ Member		
HR Manager			✓ Member			✓ Member

Role / Governance Body	Board of Management	Operations Committee	Operations Panel	Sales & Mkt Panel	Finance & HR Panel
Director Operations	✓ Chair	✓ Member			
Director Sales & Finance	✓ Member	✓ Member		✓ Member	✓ Member
Snr Director of Studies	✓ Member				
Snr Academic Manager	✓ Member				
Snr Ops Mgr. Groups	✓ Member	✓ Chair	✓ Chair		
Operations Mgr. Adults	✓ Member	✓ Member	✓ Member		
Marketing Manager (s)		✓ Member		✓ Chair	
Admissions Manager (s)		✓ Member	✓ Member	✓ Member	
Sales Manager (s)		✓ Member		✓ Member	
Reception Manager (s)		✓ Member	✓ Member		
Student Experience (s)		✓ Member	✓ Member		
Accommodation Mgr. (s)		✓ Member	✓ Member		
Finance Manager		✓ Member			✓ Chair
Finance Officer					✓ Member
HR Manager		✓ Member			✓ Member

Reporting Cascade	Panels (monthly) → Committees (quarterly) → Board (quarterly)
Urgent Escalation	Appeals Board meets independently for time-sensitive decisions; urgent matters
Student Voice	Integrated at Programme Board level; student feedback systematically collected and reviewed by Academic Quality Panel and Operations Panel
Compliance Focus	Academic Compliance Panel monitors regulatory requirements monthly. Appeals Board ensures fair process for student appeals
Cross-Centre Coordination	All Directors of Studies represented in Academic Committee and Academic Quality Panel; all centres represented in operations structures
Separation of Duties	Appeals Board members cannot be involved in decisions being appealed

Financial Oversight	Finance Manager in Operations Committee and Finance & HR Panel; Finance Officer in Finance & HR Panel

2.3 Board of Management

Members:

- Managing Director – Academic and Operations Ireland (Chair)
- Senior Director of Studies – Academic Quality
- Managing Director – Sales, Marketing and Finance
- Senior Operations Manager – Groups and Juniors
- Senior Operations Manager – Academic Compliance
- Operations Manager – Adults and Individuals

- **Quorum:** Minimum 4 members | **Frequency:** Quarterly (approximately 4 meetings per year)
- **Duration:** Maximum 90 minutes
- **Minutes:** Rotating member responsibility; archived for institutional record

Purpose and Role

The Board of Management provides strategic governance, oversight, risk management, and accountability for ELI Schools. The Board reviews quarterly reports from the Academic Committee and Operations Committee, ensures alignment of operational activities with strategic direction, and makes decisions on matters of strategic importance requiring senior leadership input.

Key Responsibilities

Strategic Governance:	• Setting strategic direction, vision, and organizational priorities • Approving strategic plans and key strategic objectives • Ensuring alignment of all operations with organizational mission, vision, and values • Major policy decisions with strategic implications
Financial Governance:	• Approving annual organizational budgets • Monitoring overall financial performance and viability • Ensuring financial sustainability and appropriate financial controls • Approving significant financial commitments and major capital expenditure
Quality Assurance and Compliance:	• Ultimate accountability for quality across all programmes and locations • Ensuring compliance with QQI, and all regulatory requirements • Reviewing quarterly reports from Academic Committee on academic quality and compliance • Reviewing quarterly reports from Operations Committee on operational compliance and quality • Receiving summaries of key issues, risks, and improvement actions from committees
Risk Management:	• Strategic risk identification and management • Ensuring adequate risk mitigation strategies in place • Oversight of health and safety, safeguarding, data protection, financial risk • Ensuring business continuity and crisis management capabilities • Approving responses to significant incidents or crises
Accountability and Governance:	• Overall accountability to stakeholders for organizational performance and quality • Ensuring clear governance structures and accountability mechanisms • Receiving and reviewing reports from Academic Committee and Operations Committee • Escalating or addressing significant governance issues • Ensuring regulatory bodies receive required reports and information
Child Safeguarding	• Ultimate organizational accountability for child safety • Approving Child Safeguarding Statement and safeguarding policies • Receiving anonymized summaries of safeguarding concerns and actions

- Ensuring adequate safeguarding resources and compliance

Reporting Structure

Receives Reports From:

- Academic Committee (quarterly summary report including academic quality, compliance, student outcomes, key issues, risks, recommendations)
- Operations Committee (quarterly summary report including operational performance, compliance, student services, safeguarding, key issues, risks, recommendations)

Reports To:

- External regulatory bodies (QQI, immigration authorities) as required
- Shareholders or owners

Authority and Decision-Making

Authority:

- Strategic and major policy decisions
- Budget and significant expenditure approval
- Approval of major programmes or significant structural changes
- Approval of major risk mitigation strategies
- Establishment of governance structures and panels

Decisions Delegated to Committees/Management:

- Academic Committee has authority over academic decisions (programs, assessment, teaching standards)
- Operations Committee has authority over operational decisions (services, safety, compliance)
- Management Team has authority over day-to-day operational management within parameters set by Board

Meeting Procedures

- **Notice:** Minimum 14 days; agenda and papers circulated 7 days prior
- **Attendance:** Members expected to attend all meetings; apologies submitted in advance
- **Minutes:** Formal minutes recorded, actions tracked, decisions documented; approved at next meeting
- **Decisions:** By consensus preferred; majority vote if needed; Chair has casting vote
- **Conflicts of Interest:** Members declare and absent themselves from discussions where conflicted

2.4 Academic Committee

Members:

- Senior Director of Studies – Academic Quality (Chair)
- Directors of Studies (all centres)
- Senior Operations Manager – Academic Compliance
- Quality Officer
- Academic Manager(s)

Quorum: Minimum 4 members | **Frequency:** Quarterly (approximately 4 meetings per year)

Pre-Meeting Boards (held just prior to Academic Committee):

- Appeals Board (addresses time-sensitive appeals and student expulsion appeals)
- Examination Board (reviews assessment results and progression)
- Programme Boards (one per programme; reviews programme delivery and student feedback)

Purpose and Role

The Academic Committee provides governance and oversight of academic quality, compliance, assessment, and programmes across all locations. The Committee receives reports from the Academic Compliance Panel and Academic Quality Panel (both meeting monthly), and receives quarterly reports from the Appeals Board, Examination Board, and Programme Boards. The Academic Committee ensures academic excellence, regulatory compliance, and continuous improvement in teaching, learning, and assessment.

Key Responsibilities

Academic Quality and Standards:	• Oversight of academic quality and standards across all programmes and centres • Monitoring teaching quality and learning outcomes • Ensuring programmes deliver against CEFR descriptors and learning outcomes • Ensuring assessment validity, reliability, fairness • Setting and monitoring academic standards
Programme Governance:	• Approving new programmes and major programme changes • Reviewing annual programme reviews from Programme Boards • Ensuring programmes remain current and responsive to learner needs • Approving programme documentation and learning materials
Assessment and Progression:	• Overseeing assessment policies, procedures, and standards • Reviewing assessment outcomes and progression rates • Ensuring assessment moderation and verification conducted • Approving reasonable accommodations and assessment adjustments
Teaching Quality:	• Monitoring teaching quality across all centres • Reviewing teaching observation data and trends • Ensuring teaching team meets qualification and professional standards • Advising on teaching staff development priorities
Quality Assurance Framework:	• Overseeing implementation of QAF across organization • Reviewing and approving academic policies and procedures • Ensuring continuous monitoring and improvement processes effective • Ensuring compliance with QQI requirements
Compliance and Regulatory:	• Ensuring compliance with QQI, regulatory requirements for academic quality • Reviewing compliance data from Academic Compliance Panel • Responding to inspection findings and implementing recommendations

Student Voice and Engagement:	• Ensuring appropriate external relationships (awarding bodies, partners) • Considering student feedback systematically (from Programme Boards, focus groups, course reviews) • Ensuring student perspectives inform academic decisions • Overseeing learner representation mechanisms

Receiving and Acting on Panel Reports:

The Committee receives monthly reports from:

- **Academic Compliance Panel:** Attendance monitoring, exam entry, teacher qualifications, classroom capacity
- **Academic Quality Panel:** Teaching quality, student feedback, complaints, QAF implementation, teaching materials

The Committee receives quarterly reports from:

- **Appeals Board:** Student appeals and decisions
- **Examination Board:** Assessment results, progression decisions, standards review
- **Programme Boards:** Programme delivery, student experience, improvements

Authority

Approve:

- New programmes and major programme changes
- Academic policies and procedures
- Programme documentation and learning materials
- Reasonable accommodations and assessment adjustments

Recommend (to Board of Management):

- Academic resource requirements
- Strategic academic priorities
- Significant policy or structural changes with resource implications

Monitor:

- Academic quality and standards across all centres
- Teaching quality, assessment standards, student outcomes
- QAF implementation and effectiveness
- Academic compliance

Require:

- Actions from programmes, centres, or staff to address quality issues
- Reports, data, or information from any academic area
- Implementation of corrective actions or improvement plans

Cannot (decisions reserved elsewhere):

- Financial decisions (Board of Management)
- Staff employment or disciplinary matters (HR/Managing Director)
- Individual student assessment decisions (Examination Board)
- Operational decisions (Operations Committee)

Quarterly Meeting Agenda and Focus

Typical Academic Committee Quarterly Agenda:

Reports from Panels (Monthly Data):	• Academic Compliance Panel summary (attendance, exam entry, qualifications, capacity issues) • Academic Quality Panel summary (teaching quality, student feedback, complaints, QAF implementation) • Discussion of key issues, trends, risks identified
Reports from Quarterly Boards:	• Appeals Board summary (appeals heard, decisions, patterns) • Examination Board summary (assessment results, progression, standards) • Programme Board summaries (student experience, delivery issues, improvements)
Academic Quality Review:	• Teaching quality trends and performance • Student satisfaction and feedback analysis • Student outcome data (progression rates, retention, achievement) • Comparison across centres and programmes
Compliance and Regulatory:	• Compliance status across all QQI requirements • Inspection readiness and any outstanding recommendations • Academic resource adequacy
Continuous Improvement:	• Review of action plans from previous quarter • New action plans for identified issues or opportunities • Prioritization of improvement initiatives
Governance and Strategic Academic Matters:	• Major policy or structural decisions • Strategic academic direction and alignment • Resource requirements or significant changes

Meeting Procedures

Notice: Minimum 14 days; agenda and papers circulated 7 days prior

Pre-Meetings:

- Appeals Board meets 1-2 hours before Academic Committee (addresses time-sensitive appeals)
- Examination Board meets 1-2 hours before Academic Committee (quarterly assessment review)
- Programme Boards meet 1-2 hours before Academic Committee (quarterly programme review)

Minutes: Formal minutes recorded, actions tracked, decisions documented

Decisions: By consensus preferred; majority vote if needed; Chair has casting vote

Reporting

Reports To: Board of Management (quarterly summary report)

Receives Reports From:

- Academic Compliance Panel (monthly summary)
- Academic Quality Panel (monthly summary)
- Appeals Board (quarterly decisions and patterns)
- Examination Board (quarterly assessment review)
- Programme Boards (quarterly programme reviews)

2.5 Operations Committee

Members:

- Senior Operations Manager – Groups and Juniors (Chair)
- Operations Manager – Adults and Individuals
- Reception Manager(s)
- Student Experience Manager(s)
- Accommodation Manager(s)
- Admissions Manager
- Finance Manager
- HR Generalist
- Sales Manager(s)
- Marketing Manager

- **Quorum:** Minimum 6 members | **Frequency:** Quarterly (approximately 4 meetings per year)
- **Duration:** Maximum 90 minutes
- **Minutes:** Rotating member responsibility

Purpose and Role

The Operations Committee provides governance and oversight of operational performance, student services, compliance, and risk management across all locations. The Committee receives reports from three monthly panels (Operations Panel, Sales and Marketing Panel, Finance and HR Panel) and makes strategic operational decisions based on panel data and identified issues.

Key Responsibilities

Operational Performance:
- Monitoring operational performance across all centres and functions
- Overseeing student services (reception, orientation, activities, support)
- Monitoring student satisfaction with non-academic services
- Ensuring operational efficiency and quality

Support for Learners:
- Ensuring comprehensive student support services available and effective
- Monitoring student welfare and well-being
- Reviewing student support needs and service adequacy
- Addressing student experience issues

Safeguarding and Child Protection:
- Oversight of safeguarding practices and compliance
- Monitoring Garda vetting compliance
- Reviewing safeguarding concerns data
- Ensuring Child Safeguarding Statement implemented
- Ensuring adequate safeguarding resources

Safety and Risk Management:
- Oversight of health and safety compliance across all locations
- Monitoring risk assessments and safety procedures
- Reviewing incident and accident data
- Ensuring emergency procedures and fire safety maintained
- Ensuring premises safe and well-maintained

Student Recruitment and Marketing:
- Oversight of marketing strategy and effectiveness
- Monitoring student recruitment performance
- Reviewing pricing and promotional strategies
- Monitoring agent relationships and performance
- Ensuring marketing compliance and ethical practices

Financial Management (Operational Oversight):
- Oversight of PEL payments, visa escrow, medical insurance compliance
- Monitoring financial operations and controls
- Reviewing accounts payable and receivable status
- Ensuring financial compliance

Human Resources:
- Oversight of HR operations and staff management
- Monitoring new employee onboarding
- Ensuring HR compliance with employment law
- Reviewing HR performance and issues

External Relationships:
- Oversight of agent relationships and performance
- Managing external partnerships and service providers
- Ensuring compliance with partnership agreements

Receiving and Acting on Panel Reports

The Committee receives monthly reports from:

Operations Panel:
- Student feedback summary (individual reviews and group feedback)
- Complaints received and resolutions
- Garda vetting audit (host families and staff)
- Activities and events review
- Group operations update
- Fire and safety audit
- Incidents and accidents review

Sales and Marketing Panel:
- New agent agreements and onboarding status
- Sales manager reports (previous quarter and forecast)
- Pricing and promotions planning
- Marketing campaigns and social media activity
- Digital advertising review and impact
- Agent complaints and resolutions

Finance and HR Panel:
- PEL payments audit and confirmation
- Visa escrow audit and confirmation
- Medical insurance audit and confirmation
- New employee onboarding audit
- Accounts payable and receivable updates

Quarterly Meeting Agenda and Focus

Typical Operations Committee Quarterly Agenda:

Reports from Monthly Panels:
- Operations Panel summary (student feedback, complaints, safeguarding, safety, incidents)
- Sales and Marketing Panel summary (recruitment, agent performance, marketing effectiveness)
- Finance and HR Panel summary (financial compliance, employee management)
- Discussion of key issues, trends, risks

Operational Performance Review:
- Student satisfaction and service quality across all functions
- Enrolment and recruitment performance
- Agent performance and relationship issues

	• Marketing effectiveness and brand presence
Safeguarding and Safety:	• Safeguarding compliance and incidents summary • Vetting compliance and any issues • Safety and risk management summary • Fire drills and emergency preparedness

Typical Operations Committee Quarterly Agenda:

Financial and HR Compliance:	• Financial compliance status (PEL, escrow, insurance) • HR compliance and employee management • Payroll and benefit administration
Continuous Improvement:	• Review of action plans from previous quarter • New action plans for identified issues • Prioritization of operational improvements
Strategic Operational Matters:	• Major operational decisions or changes • Resource requirements • Significant risks or challenges

Meeting Procedures

- **Notice:** Minimum 14 days; agenda and papers circulated 7 days prior
- **Minutes:** Formal minutes recorded, actions tracked, decisions documented
- **Decisions:** By consensus preferred; majority vote if needed; Chair has casting vote

Reporting

Reports To: Board of Management (quarterly summary report)

Receives Reports From:

- Operations Panel (monthly summary)
- Sales and Marketing Panel (monthly summary)
- Finance and HR Panel (monthly summary)

2.6 Operations Panel

Members:

- Senior Operations Manager – Groups and Juniors (Chair)
- Operations Manager – Adults and Individuals
- Reception Manager(s)
- Student Experience Manager(s)
- Accommodation Manager(s)
- Admissions Manager(s)

- **Frequency:** Monthly (12 meetings per year)
- **Duration:** Maximum 60 minutes
- **Minutes:** Rotating member responsibility; summary reported to Operations Committee

Purpose and Role

The Operations Panel provides monthly oversight of student services, accommodation, safeguarding, and safety across all locations. The Panel monitors operational performance, identifies issues requiring attention, ensures compliance, and escalates significant matters to the Operations Committee.

Key Responsibilities and Topics

Student Feedback Review:	• Summary of feedback received (individual student reviews, group feedback) • Trends and patterns in feedback • Positive feedback highlights and good practice shared • Areas for improvement identified and Actions taken in response to feedback
Complaints Management:	• Summary of student complaints received (operational/non-academic) • How complaints were addressed and resolved • Patterns or recurring issues identified and preventative measures to avoid repeat • Learning captured and improvements planned
Safeguarding and Garda Vetting:	• Audit of Garda vetting compliance (staff and host families) • Monitoring of vetting expiration dates and renewal process • Compliance with safeguarding procedures • Actions required, Responsible persons and timelines for actions
Activities and Events:	• Review of scheduled activities and events for coming month • Planning for group activities, excursions, cultural activities • Ensuring activities safe, well-organized, compliant • Review of previous month's activities (attendance, satisfaction, issues) • Resource requirements for upcoming activities
Group Operations:	• Operational review for junior/group programmes • Enrolment and group bookings status • Staffing and supervision levels • Activity and itinerary planning for coming month/quarter • Any operational issues or challenges
Fire and Safety:	• Audit of fire safety equipment (alarms, extinguishers, emergency lighting) • Confirmation of fire drills conducted (frequency, documentation) • Review of any safety incidents or near-misses • Fire safety compliance and readiness • Any maintenance or repairs required. Responsible persons and timelines
Incidents and Accidents:	• Summary of incident/accident forms received • Nature of incidents (injuries, accidents, near-misses) • How incidents were addressed and reported (to authorities if required)

- Contributing factors and root causes
- Preventative measures to avoid recurrence, and improvements planned

Meeting Procedures

- **Frequency:** Monthly (12 times per year), typically mid-month
- **Duration:** Maximum 60 minutes; structured agenda to stay on time
- **Notice:** Minimum 5 days
- **Attendance:** Regular core members; additional specialists invited as needed for specific topics
- **Minutes:** Rotating member responsibility; core items documented (feedback summary, complaints, safeguarding actions, activities planned, safety audit, incidents)
- **Data Preparation:** Members prepare data summaries in advance for efficient review

Escalation to Operations Committee

Operations Panel escalates to Operations Committee:

- Any significant safeguarding concerns or safety incidents
- Patterns of complaints or feedback indicating systemic issues
- Vetting non-compliance or issues
- Major incident or crisis
- Matters requiring operational policy or strategic response

Routine escalation: Full monthly data summary provided to Operations Committee quarterly

2.7 Sales and Marketing Panel

Members:

- Marketing Manager (Chair)
- Sales Manager(s)
- Admissions Manager

- **Frequency:** Monthly (12 meetings per year)
- **Duration:** Maximum 60 minutes
- **Minutes:** Rotating member responsibility; summary reported to Operations Committee

Purpose and Role

The Sales and Marketing Panel provides monthly oversight of recruitment, agent management, marketing effectiveness, and promotional strategy. The Panel reviews sales performance, ensures agent compliance, monitors marketing impact, and identifies issues requiring attention.

Key Responsibilities and Topics

New Agent Agreements:

- Audit of new agent agreements (whether contracts finalized)
- Confirmation of agent onboarding completed (training, documentation)
- Confirmation of required documentation obtained (compliance, agreements)
- Approval of new agents for recruitment activities
- Any issues or delays in agent onboarding process

Sales Manager Reports:

- Reports on previous quarter's arrivals (booking numbers, cancellations, revenue impact)
- Forecast for upcoming quarter (predicted bookings, expected revenue)
- Sales pipeline and future bookings status
- Identification of strong-performing agents and programs
- Identification of underperforming agents or programs
- Market trends and opportunities identified

Pricing and Promotions:

- Review of current pricing and fee structure
- Planning for promotional campaigns (discounts, special offers, promotions)
- Pricing strategy for next quarter
- Promotional calendar and timing
- Approval of new promotions or price changes

Marketing and Events:

- Review of social media campaigns and content
- Engagement metrics and reach analysis
- Upcoming marketing events and promotions
- Marketing campaign effectiveness evaluation
- Content calendar for next month

Digital Advertising:

- Review of digital advertising campaigns (Google Ads, Facebook Ads, etc.)
- Ad performance data (clicks, conversions, cost per acquisition)
- Ad spend and budget review
- Planning for upcoming advertising campaigns
- ROI analysis of digital advertising
- Adjustments needed based on performance data

Agent Complaints:

- Summary of complaints received from agents
- How complaints were addressed and resolved
- Patterns or recurring issues with specific agents
- Preventative measures to avoid repeat issues
- Any agent relationship issues requiring escalation

Meeting Procedures

- **Frequency:** Monthly (12 times per year), typically mid-month
- **Duration:** Maximum 60 minutes
- **Notice:** Minimum 5 days
- **Attendance:** Core members; additional marketing or sales specialists invited as needed
- **Minutes:** Rotating member responsibility; core decisions and action items documented
- **Data Preparation:** Sales and marketing metrics prepared in advance for efficient review

Escalation to Operations Committee

Sales and Marketing Panel escalates to Operations Committee:

- Significant agent compliance issues
- Major pricing or promotional strategy changes
- Significant marketing performance issues
- Agent relationship problems requiring operational resolution
- Matters requiring broader operational input or approval

Routine escalation: Monthly data summary provided to Operations Committee quarterly

2.8 Finance and HR Panel

Members:

- Finance Manager (Chair)
- Finance Officer
- HR Generalist

- **Frequency:** Monthly (12 meetings per year)
- **Duration:** Maximum 60 minutes
- **Minutes:** Rotating member responsibility; summary reported to Operations Committee

Purpose and Role

The Finance and HR Panel provides monthly oversight of financial compliance, payroll operations, and human resource management. The Panel ensures regulatory compliance (PEL payments, visa escrow, medical insurance), monitors payroll and onboarding and addresses financial and HR issues.

Key Responsibilities and Topics

PEL Payments:
- Audit of PEL (Protected Earnings Level) payments required for the month
- Confirmation of all required PEL payments made on time
- Verification of payment amounts and employee records
- Any payment issues or discrepancies
- Compliance with PEL requirements

Visa Escrow:
- Audit of visa escrow payments required
- Confirmation of all escrow payments made to immigration authorities
- Verification of payment accuracy and timing
- Any escrow payment issues or delays
- Compliance with immigration escrow requirements

Medical Insurance:
- Audit of medical insurance payments required
- Confirmation of all insurance premiums paid on time
- Verification of coverage for all required employees
- Any insurance issues or coverage gaps
- Compliance with insurance requirements

New Employee Onboarding:
- Audit of new employee onboarding processes
- Confirmation that all new hires have contracts issued and signed
- Verification of onboarding documentation completed (tax forms, insurance, etc.)
- Confirmation of payroll setup for new employees
- Any delays or issues in onboarding process

Accounts Payable:
- Summary of outstanding invoices and payments
- Review of payment issues or disputes
- Approval of payments due
- Vendor management and payment terms

Accounts Receivable:
- Summary of outstanding student fees and receivables
- Review of collection issues or overdue amounts
- Student payment follow-up status
- Revenue collection performance

Meeting Procedures

- **Frequency:** Monthly (12 times per year), typically mid-month
- **Duration:** Maximum 60 minutes
- **Notice:** Minimum 5 days
- **Attendance:** Core members; additional finance or HR staff as needed for specific topics
- **Minutes:** Rotating member responsibility; core compliance items and actions documented
- **Data Preparation:** Finance and HR data reports prepared in advance for efficient review

Escalation to Operations Committee

Finance and HR Panel escalates to Operations Committee:

- Payment compliance failures or issues
- Employee onboarding failures or delays
- Significant accounts payable or receivable issues
- Financial or HR compliance risks
- Matters requiring broader operational input or approval

Routine escalation: Monthly compliance summary provided to Operations Committee quarterly

2.9 Academic Compliance Panel

Members:

- Senior Operations Manager – Academic Compliance (Chair)
- Quality Officer
- Academic Manager(s)
- HR Generalist

- **Frequency:** Monthly (12 meetings per year)
- **Duration:** Maximum 60 minutes
- **Minutes:** Rotating member responsibility; summary reported to Academic Committee
- **Related:** Appeals Board meets monthly (just before or after this panel) addressing time-sensitive appeals

Purpose and Role

The Academic Compliance Panel provides monthly oversight of academic compliance, regulatory requirements, examination administration, and teacher qualification management. The Panel ensures compliance with QQI, and immigration requirements, manages examination administration, and addresses compliance issues.

Key Responsibilities and Topics

Attendance Reporting and Monitoring:	• Audit of current student attendance status • Review of students approaching 85% attendance threshold (visa requirement) • Confirmation of attendance warnings issued (Week 4, Week 6 formal warnings) • Review of expulsion notices issued (if attendance irretrievable) • Immigration reporting status (GNIB/ILEP notifications) • Compliance with attendance monitoring requirements
End of Course Exam Entry:	• Audit of examination entries for students completing courses • Confirmation that all eligible students registered for external exams (TIE or IELTS) • Verification of exam invoices issued and payments received • Review of any exam entry issues or students not yet entered • Confirmation of student notification of exam dates
Teacher Qualifications:	• Audit of teaching staff qualifications and compliance • Confirmation that all teachers meet minimum qualification requirements (CELTA or equivalent; degree; DELTA or MA TESOL recommended) • Verification of qualification certificates on file • Review of teachers requiring qualification upgrades • Monitoring of qualifications renewal or expiration dates • Compliance with qualification requirements
Classroom Size and Capacity:	• Audit of classroom sizes and student group sizes • Verification of capacity compliance (optimal class sizes maintained) • Review of any overcrowded or undersized classes • Planning for class adjustments or management for coming month • Facilities and resources adequate for assigned class sizes

Meeting Procedures

- **Frequency:** Monthly (12 times per year), typically mid-month
- **Duration:** Maximum 60 minutes
- **Notice:** Minimum 5 days
- **Attendance:** Core members; additional compliance or academic staff as needed
- **Minutes:** Rotating member responsibility; core compliance items and actions documented
- **Data Preparation:** Compliance data reports prepared in advance for efficient review

Escalation to Academic Committee

Academic Compliance Panel escalates to Academic Committee:

- Significant compliance issues or violations
- Systematic attendance or attendance-related expulsions (patterns)
- Exam entry or registration failures
- Teacher qualification issues affecting programme delivery
- Capacity or facility issues affecting programme quality
- Matters requiring academic policy or strategic response

Routine escalation: Monthly compliance summary provided to Academic Committee quarterly

2.10 Appeals Board

Members (Same as Academic Compliance Panel):

- Senior Operations Manager – Academic Compliance (Chair)
- Quality Officer
- Academic Manager(s)
- HR Generalist

- **Frequency:** Monthly as needed (timeframes based on appeal submission)
- **Duration:** Variable (typically 30-90 minutes per appeal)
- **Minutes:** Formal meeting minutes with decision and rationale; archived in secure student records

Relationship to Academic Compliance Panel: Appeals Board convenes independently from the monthly Academic Compliance Panel to address time-sensitive appeals requiring prompt attention. The same members may serve on both, but Appeals Board decisions are made independently and documented separately.

Purpose and Role

The Appeals Board provides fair, impartial review and determination of time-sensitive student appeals that require prompt attention. These include appeals against assessment decisions (after internal review exhausted), appeals against expulsion (attendance-related or disciplinary), and serious student complaints escalated from lower-level complaint procedures. The Appeals Board ensures natural justice, procedural fairness, and consistent application of policies.

Key Responsibilities

Student Appeals:	• Hearing appeals against assessment decisions (after internal review process) • Hearing appeals against student expulsion (attendance or disciplinary) • Hearing serious student complaints (after initial complaint investigation) • Reviewing evidence and documentation • Ensuring fair hearing and natural justice • Making final internal decision with written reasoning • Communicating decision to student
Decision-Making:	• Determining whether original decision should be upheld, overturned, or varied • Assessing procedural fairness (were correct procedures followed?) • Assessing reasonableness (was decision reasonable based on evidence?) • Assessing natural justice (was student treated fairly? Given opportunity to respond?)
Documentation:	• Recording formal decisions with full reasoning • Maintaining secure records of all appeals • Communicating decisions clearly to students • Providing information on further appeals routes (external: QQI, Ombudsman)

See Policy for Appeals in **3. Overarching Quality Assurance Policies and Procedures**

Appeals Board decisions are final at institutional level. Students have right to escalate to external bodies (QQI, Ombudsman) if unsatisfied with internal decision.

Reports to Academic Committee:

- Quarterly summary of appeals heard, decisions made, patterns identified
- Recommendations for policy or procedure improvements if systemic issues identified

2.11 Academic Quality Panel

Members:

- Senior Director of Studies – Academic Quality (Chair)
- Director of Studies (from all centres)
- ADOS' (from all centres)

- **Frequency:** Monthly (12 meetings per year)
- **Duration:** Maximum 60 minutes
- **Minutes:** Rotating member responsibility; summary reported to Academic Committee

Purpose and Role

The Academic Quality Panel provides monthly oversight of teaching quality, student feedback, academic issues, and quality assurance implementation across all centres. The Panel shares best practices, addresses quality concerns, and ensures consistent implementation of teaching and learning policies.

Key Responsibilities and Topics

Student Feedback Review:	• Summary of internal student feedback received (end-of-programme course reviews, mid-programme feedback) • Feedback trends and patterns (what students liked, areas for improvement) • Positive teaching feedback highlights • Areas where student satisfaction low or concerns identified • Actions taken in response to feedback
Student Complaints (Academic):	• Summary of academic complaints received (teaching quality, assessment fairness, support, program content) • How complaints were addressed and resolved • Patterns or recurring issues identified • Preventative measures to avoid repeat issues • Learning captured and improvements planned
Teaching Quality:	• Discussion of teaching observation data (if available in recent month) • Teaching quality trends across centres • Teaching challenges or concerns identified • Teaching innovations or best practices to share • Teaching team professional development needs • Support or resources needed by teaching teams
QAF Implementation and Management:	• Review of quality assurance framework implementation across centres • Monitoring of lesson plan quality and submissions • Monitoring of formative assessment implementation • Implementation of academic policies and procedures • Any issues with QAF implementation or policy compliance • Feedback on QAF documentation clarity or usefulness
Teaching Materials:	• Review of coursebooks and primary teaching resources (Headway, English File) • Adequacy of supplementary resources • Digital resources and tools in use • Resource gaps or needs identified • Consideration of new materials or resources • Copyright compliance in use of materials

Centre-Level Teacher Meetings and Student Focus Groups

Teacher Meetings (Local at each centre):	• Monthly meetings held locally at each centre with teaching team • Topics: teaching concerns, feedback, innovations, collaboration, CPD needs • Issues or suggestions raised at teacher meetings communicated to Academic Quality Panel
Student Focus Groups (Local at each centre):	• Periodic focus groups held with students at each centre (monthly or termly) • Students provide feedback on programme, teaching, resources, support, experience • Feedback from focus groups shared with Programme Leaders and Academic Quality Panel
Escalation from Centre-Level Meetings:	• Academic Quality Panel reviews feedback/issues from local teacher meetings and student focus groups • Patterns or significant issues escalated to Academic Committee • Best practices or innovations shared across centres

Escalation to Academic Committee

Academic Quality Panel escalates to Academic Committee:

- Significant teaching quality concerns affecting multiple centres or systematic issues
- Patterns in student feedback indicating quality issues
- Academic complaints indicating systemic concerns
- QAF implementation failures or issues
- Teaching team resource or professional development needs
- Materials or resources needing investment or change

Routine escalation: Monthly academic quality summary provided to Academic Committee quarterly

2.12 Examination Board

Members:

- Senior Director of Studies – Academic Quality (Chair)
- Quality Officer
- Directors of Studies (all centres)
- ADOS (all centres)

- **External Examiner** (if appointed for specific programmes)
- **Frequency:** Monthly as needed (timeframes based on appeal submission)
- **Timing:** Held just prior to Academic Committee meeting (typically same day, within 1-2 hours before Academic Committee convenes)
- **Duration:** 30-60 minutes depending on number of results and issues
- **Minutes:** Formal minutes recorded; decisions documented; reported to Academic Committee

Relationship to Academic Quality Panel: Examination Board convenes independently from the monthly Academic Quality Panel to address time-sensitive appeals requiring prompt attention. The same members may serve on both, but Appeals Board decisions are made independently and documented separately.

Key Responsibilities

Assessment Results Review:	• Reviewing all assessment results from completed programmes in assessment period • Analysing pass rates, grade distributions, progression rates • Identifying patterns, trends, or anomalies in results • Comparing results across centres, levels, and cohorts • Benchmarking against previous cycles and sector norms
Standards and Consistency:	• Ensuring assessment standards consistent across programmes and centres • Ensuring standards appropriate for CEFR level • Reviewing moderation reports to ensure standards maintained • Addressing any concerns about standards or inconsistencies • Ensuring assessment integrity maintained
Progression Decisions:	• Confirming progression decisions for students (which students' progress to next level, repeat, or complete programme) • Ensuring progression criteria applied fairly and consistently • Reviewing borderline cases and making decisions as needed
Certification:	• Approving issuance of certificates and awards to students meeting requirements • Ensuring only qualified students receive certification • Reviewing certificate documentation
Assessment Process Review:	• Reviewing effectiveness of assessment processes (moderation, verification, marking, feedback) • Identifying issues in assessment practices • Recommending improvements to assessment policies or procedures
Extenuating Circumstances:	• Reviewing summary of extenuating circumstances cases • Ensuring extenuating circumstances policy applied fairly and consistently
Assessment Appeals:	• Reviewing summary of assessment-related appeals (individual appeals handled through appeals procedure, but patterns reported to Examination Board) • Learning from appeals to improve processes

Authority

Examination Board has authority to:

- **Confirm:** Assessment results and progression decisions
- **Approve:** Certificate issuance
- **Recommend:** Assessment policy or procedure changes to Academic Committee
- **Require:** Additional information, re-marking, or review of specific assessments if concerns identified
- **Refer:** Individual cases to Appeals Board if fairness concerns

Reporting

Reports to Academic Committee:

- Assessment outcomes summary (pass rates, progression rates, grade distributions, standards review)
- Issues identified and actions taken
- Recommendations for assessment policy or practice improvements

2.13 Programme Boards

Members (Per Programme or Cluster of Related Programmes):

- Quality Officer (Chair)
- Director of Studies
- Teaching Staff (2-3 representatives from teaching team delivering programme)
- Student Representatives (2 elected or volunteer students from programme)

- **Quorum:** Chair plus at least 2 other members (including at least 1 student representative where possible)
- **Frequency:** Quarterly (approximately 4 meetings per year)
- **Timing:** Held just prior to Academic Committee (typically same day, within 1-2 hours before Academic Committee convenes)
- **Duration:** 45-60 minutes
- **Minutes:** Formal minutes recorded; annual programme review compiled from meeting notes and submitted to Academic Committee

Purpose and Role

Programme Boards provide programme-level governance, bringing together teaching staff, students, and academic management to monitor programme quality, identify issues and opportunities, and drive continuous improvement. Each programme (or cluster of related programmes at same level) has its own Board that operates quarterly with systematic attention to programme delivery and student experience.

Key Responsibilities

Programme Monitoring:	• Monitoring programme delivery (teaching quality, assessment, resources, student experience) • Reviewing student feedback specific to programme • Monitoring student outcomes (attendance, progress, satisfaction) • Identifying issues affecting programme quality or student experience • Monitoring implementation of programme changes or improvements
Student Voice:	• Providing forum for student representatives to raise issues, concerns, suggestions on behalf of classmates • Listening to student feedback and taking it seriously • Discussing student experience (what's working well, what could be improved) • Ensuring students feel heard and valued
Teaching and Learning:	• Discussing teaching approaches, innovations, and challenges • Sharing good practice among teaching team • Identifying teaching resources or support needed • Discussing lesson planning and curriculum delivery
Assessment:	• Reviewing assessment processes and student performance • Discussing assessment tasks, marking, feedback • Identifying assessment issues or improvements needed • Ensuring assessment fair, valid, and reliable
Resources and Facilities:	• Reviewing adequacy of teaching resources (materials, textbooks, technology) • Identifying resource needs • Discussing classroom facilities and environment
Continuous Improvement:	• Identifying areas for improvement (content, teaching, assessment, resources, support) • Proposing actions to address issues and enhance quality • Agreeing improvement actions with responsibility and timelines • Reviewing progress on previous improvement actions

Communication:	• Student representatives reporting back to classmates what was agreed • Teaching staff communicating Programme Board discussions to broader teaching team

Authority

Programme Boards have authority to:

- **Discuss and analyse:** All aspects of programme delivery and student experience
- **Recommend:** improvements, changes, or actions to Director of Studies and Academic Committee
- **Request:** Resources, support, or actions from management
- **Monitor:** Implementation of agreed actions

Programme Boards do NOT have authority to:

- Approve programme changes (recommendations go to Academic Committee for approval)
- Make financial commitments (resource requests go to management)
- Make decisions about individual students (assessment, progression, disciplinary matters)
- Override Academic Committee or management decisions

Student Representation

Selection of Student Representatives:	• Student representatives elected by classmates or volunteer (at beginning of programme or term) • Aim for diversity (different nationalities, genders, ages, perspectives where possible) • Student representatives serve for duration of programme (or at minimum for one full Programme Board cycle)
Role of Student Representatives:	• Gathering feedback and views from classmates before Programme Board meeting • Representing classmates' perspectives, concerns, and suggestions at meeting • Contributing to discussions and decisions • Reporting back to classmates after meeting (what was discussed, what actions agreed, how feedback addressed)
Support for Student Representatives:	• Briefing by Director of Studies on role and what to expect • Encouraged to speak freely and honestly • Reassured that raising concerns or criticisms is valued and will not have negative consequences

See 5.1 Policy for Development & Approval of Programmes