



College of Medicine and Health
University College Cork

RULES OF THE COLLEGE OF MEDICINE AND HEALTH

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Preamble

These rules specify the structure and governance of the College of Medicine & Health in keeping with the Principal Statute of the University (E.1.b and 6) and in support of its objects (A.2)

Chapter 1: Structures in the College of Medicine and Health

1. The organisational structure in the College of Medicine and Health shall comprise:
 - a. The Executive Management Committee (E.2.g)
 - b. The College Council (E.3.b)
 - c. The College Assembly (E.3.b)
 - d. Standing Committees at College level
 - e. The Schools (E.4.a)
 - f. The Executive Management Committee of each School
 - g. Other organisational units within Schools (e.g. departments, divisions) (E.4.c)
 - h. Standing Committees at School level
 - i. A Board of Studies for each academic programme in each School.
 - j. Research Institutes, Centres and Units

Chapter 2: Academic and Management Responsibilities

1. *Academic responsibility.* The College's academic responsibilities are owed to the Academic Council (E.3.a). Academic responsibility within the College is owed (directly or indirectly) to the College Council (E.6.c).
2. *Responsibilities in management matters.* All responsibilities in management matters within the College are owed (directly or indirectly) to the Head of College (E.6.c).

Chapter 3: Head of College

1. The Head of College shall be responsible for the management of the College. S/he shall be the executive officer of the College, shall provide leadership for the College in a collegial manner, and shall work in collaboration with other Heads of College.

The *primary duties* of the Head of College shall be: (E.2.a)

- a. to promote good governance within the College
- b. to lead the strategic development of the College in line with the University's strategic plan
- c. to manage the College budget
- d. to support the enhancement of teaching and research within the College and across Colleges
- e. to promote the discharge of the College's social responsibilities
- f. to represent the College both within the University and externally.

2. *Delegation.* The Head of College, while still retaining overall responsibility, may devolve responsibility to the Vice Head of College, Deans of Schools, Heads of Departments and heads of other organisational units for the management of their units.
3. *Academic management.* The Head of College shall ensure that appropriate academic instruction, assessment and examination is provided to students registered for academic programmes within the College in accordance with published information in the Book of Modules, Calendar, Marks and Standards and Timetables of the University.
4. The Head of College shall ensure that accurate information is held at the appropriate level on the progression of students registered for programmes within the College.
5. The Head of College shall foster the relationship with the healthcare partners of the College to ensure that the health, education and innovation sectors work together in a coordinated way.
6. The Head of College may establish other committees, from time to time, for specific purposes and/or within the terms of specific agreements with external agencies.
7. *Appointment.* The Head of College shall be appointed by the Governing Body on the advice of the President. The term of office will ordinarily be five years, with eligibility to be re-appointed (ordinarily once only) by the Governing Body on the advice of the President. (E.2.c)

Chapter 4: Vice-Head of College

1. *Establishment.* There shall be one or more Vice-Heads of College as the College Council shall determine on the recommendation of the Head of College.
2. *Primary Duties.* The Vice Head of College shall carry such powers and responsibilities as the Head of College shall devolve. These shall be set down in writing by the Head of College and agreed with the Executive Management Committee of the College.
3. *Deputising for Head.* A Vice Head of College shall deputise for the Head of College as necessary when requested to do so.
4. *Appointment.* Vice-Head of College shall be appointed by the College Council, on the recommendation of the Head of College, having followed a formal process of appointment conducted by the College Executive Management Committee. The period of appointment shall be three years with the possibility of renewal for one further term of three years or part thereof.

Chapter 5: College Executive Management Committee

1. *Functions.* The College shall have an Executive Management Committee. The committee's primary function shall be to assist and advise the Head of College in the discharge of his or her responsibilities (E.2.g). The Executive Management Committee shall meet at least fortnightly outside vacations and periodically during the summer recess depending on need. The EMC shall meet:
 - a. to consider policy proposals from the Head of College and assist in their development;
 - b. to engage with the Head of College in strategic planning;
 - c. to provide a forum for sharing management information;
 - d. to ensure that operational matters are dealt with efficiently and effectively throughout the College;
 - e. to support the Head of College and Vice Head of College in the discharge of their duties;

- f. to advise the Head of College and Vice Head of College on all issues relating to the management and good governance of the College;
 - g. to advise the Head of College as appropriate on the allocation of budgets and decisions concerning staffing;
 - h. to consider proposals for new programme development at a strategic and resource level
2. *Membership.* The Membership of the College Executive Committee
- a. Head of College (Chair)
 - b. Vice Head(s) of College (deputy chair)
 - c. Heads of School (Deans)
 - d. College Manager
 - e. Director of Graduate Studies (if appointed)
 - f. Director of Research (if appointed)
 - g. One representative from each of the research institutes within the College
 - h. One representative from among the research centres and units of the College
 - i. The Head of College may co-opt up to four further non-voting members.
3. *Reporting.* The College Executive Management Committee shall report on its decisions and recommendations to the College Council

Chapter 6: College Council

1. *Primary functions.* The College Council (E.3.b) shall act as the debating forum and approval body at College level for academic programmes and processes affecting the academic life of the College but shall not deal with resourcing or management issues.
Among its various functions, the College Council shall:
 - a. accept or reject new academic programmes;
 - b. report to Academic Board and comment to Academic Council as required;
 - c. provide a forum for discussing College wide issues affecting the academic life of the College and the inter-relationship of Schools with each other and with the College;
 - d. consider and approve the College strategic plan;
 - e. facilitate exchange of information;
 - f. co-ordinate the academic activities of the College;
 - g. consider any other matters relating to the academic activity of the College.
2. *Meetings.* Meetings of the College Council shall be held regularly, at least as often as required to coordinate the work of the College with meetings of the Academic Board and other requirements of the academic calendar.
3. *Quorum.* A meeting shall be deemed to be quorate if ten members, comprising at least one representative from each School, are present at the beginning of the meeting. This number includes the Chair.
4. *Membership.* The membership of the College Council shall include:
 - President
 - Senior Vice President Academic and Registrar;
 - The Head of College (Chair)
 - Vice Head(s) of College;

- Five persons, preferably the Chairs, representing the 5 standing committees (or their functions) of each School.
- Each Head of School (Dean) in the College as listed in schedule 1;
- One representative from each of the research institutes within the College
- One representative from among the research centres and units of the College

- College representatives on Academic Council standing committees;
- Each School Board may nominate up to three additional members to the College Council to provide additional representation for sub-units in their school;
- Five places shall be reserved for representatives from those academic units, normally though not necessarily the heads of those units, which are primary members of the College of Medicine and Health, and which teach in undergraduate degree programmes in three or more schools in the College.
- Two undergraduate students representing all schools in the College;
- Two postgraduate students representing all schools in the College; none
- The Heads of any academic units, or their nominees, from other Colleges recognised as having secondary affiliation to the College of Medicine and Health;
- The Head of College of any academic unit recognised as having secondary affiliation to the College of Medicine and Health;
- Up to 4 co-opted members, as agreed by the College Council;
- Each School Manager in the College;
- Two representatives from the technical staff of the College;
- Two representatives from the administrative staff of the College;
- The College Manager

Chapter 7: College Assembly

1. *Primary functions.* The College shall have a College Assembly (E.3.b) to consider strategic planning reports and receive an annual report from the Head of College to the President on the performance and accounts of the College.
2. *Meetings.* The College Assembly will meet at least once a year.
3. *Membership.* Membership of the College Assembly shall include:
 - President
 - Senior Vice-President Academic and Registrar
 - *Staff.* All members of staff in the College, in all categories of staff, having permanent (full or part-time) contracts, or temporary contracts of at least one year's duration.
 - *Students.* Students who are members of School or College committees.
 - Two representatives from each of the other Colleges in the University as nominated by the heads of those colleges;
 - The Head of College shall have the right to invite officers of the University to be in attendance for the discussion of specific items of business.

Chapter 8: College Committees

1. *Committees.* The College shall have standing committees that will report to College Council. Standing committees may be created by resolution of the College Council. The standing committees shall include but are not limited to:
 - Teaching and Curriculum Committee (including all taught programmes)
 - Research Committee
 - Graduate Studies Committee
 - Student Affairs Committee
2. *Functions of committees.* The functions of these committees and their terms of reference shall be determined by the College Council to which they shall report at least once a year.
3. *Membership.* The tenure and method of appointment of these committees shall be determined by College Council. The membership shall comprise one member of each School who shall be the chair (or nominee) of the school standing committee that shares the same function.
4. *Chair.* Each standing committee shall have a chair appointed by the Head of College. This Chair may be in addition to, or from among, the School representatives.
5. *Meetings.* Meetings of these committees shall normally be called at least twice a year by the Chair of the Committee.

Standing orders for all College and School committees are given in Appendix 1.

Chapter 9: Schools

The subjects and disciplines of the College are allocated to Schools as specified in the Principal Statute (E.4.a). The College of Medicine & Health has the following Schools:

- School of Medicine
 - Dental School & Hospital
 - School of Nursing & Midwifery
 - School of Pharmacy
 - School of Clinical Therapies
 - School of Public Health (proposed)
1. The principal function of Schools is to co-ordinate the resources (physical, financial and human) necessary to deliver educational programmes related by discipline or profession or both and the promotion of related postgraduate study and research. Substructures appropriate for the efficient delivery of those programmes may be devised to suit the needs of particular schools. Schools will also consider student applications for approval.
 2. With the approval of the Head of College, a School may be divided into a number of academic units (e.g. departments, divisions) to facilitate the delivery of its academic programmes and the promotion of postgraduate study and research. Heads, Directors, Coordinators, may be appointed to these units according to agreed procedures.

3. Each School shall have a number of standing committees which will report to School Board dealing with:
 - a. Teaching and Curriculum
 - b. Research
 - c. Graduate Studies and Continuing Education
 - d. Student Affairs
 - e. Hospital/Community/Clinical Sites Liaison
4. In smaller schools, it may be appropriate for one committee to fulfill the functions of several until such time as it becomes necessary to form separate committees.
5. Chairs of standing committees shall be appointed by the Dean of School following consultation.
6. Each School standing committee shall develop its own terms of reference and membership that shall be approved by the College Council.
7. Each standing committee shall report to the Dean of School and School Management Committee on an annual basis.
8. The Dean of School shall bring reports of school standing committees to the School Board.
9. Each School shall have a School Management Committee. The Dean of School shall chair the School Management Committee which shall meet regularly outside vacation periods. In schools comprising a number of academic units, the Dean of School may establish a forum to meet with the heads of these units.
10. Each School shall have a School Board chaired by the Dean of School or Vice Dean of School.
11. Each academic programme in a school shall have a Board of Studies, the chair of which, if not the Dean of School, shall be responsible to the Dean of School for the management and quality of that programme and the procedures by which it is run.
12. Academic programmes with significant interdisciplinary content may require joint management structures involving more than one school. Such structures will be established by agreement of the parties involved and brought by the Head of College to the College Council for approval.

Chapter 10: Head of School (Dean)

1. There shall be a head of each school with executive responsibility to the Head of College for all matters relating to resource and administrative management of the School and to the College Council in academic matters (E.4.b).
2. The Heads of Schools will be titled Deans and appointed according to the published procedures for Head of School of the University
3. Deans of Schools shall be responsible to the Head of College in management matters and to College Council in academic matters.

4. All staff assigned to a School shall be responsible to the Dean of School, under the overall authority of the Head of College, for the performance of their duties.
5. Where other organisational units exist below School level, the heads of these units shall work under the direction of the Dean of the School to which they belong.
6. The responsibilities of the Dean of School shall include:
 - providing leadership for the development of the School and planning for its future direction;
 - ensuring that appropriate academic instruction and assessment is provided to students registered for academic programmes within the school in accordance with published information in the Book of Modules, Calendar, Marks and Standards and Timetables.
 - ensuring that accurate information is held at the appropriate level on the progression of students registered for programmes within the School.
 - managing the School budget;
 - promoting co-operation within and between the substructures of the School;
 - supporting curriculum development and research;
 - ensuring, after appropriate consultation, that all professional programmes delivered by the school comply with appropriate professional accreditation requirements;
 - representing the School within the University, and externally as requested by the Head of College, Registrar or President;
 - executing School policy in accordance with College and University policy;
 - preparing School budget submissions after consultation;
 - allocation of the School budget as agreed with the Head of College.
7. The Dean of School may devolve specific authority to a member or members of the School and this authority may include responsibility for staff, students, professional programmes and finance, under such terms as shall be agreed by the Dean of School and the Head of College. Suitable titles such as Head, Director, Coordinator, may be used.
8. The period of appointment shall initially be three years with the possibility of renewal for one further term of three years or part thereof.

Chapter 11: Vice Head of School

1. The Vice Dean of School shall carry such powers and responsibilities as the Dean of School shall devolve. These shall be set down in writing by the Dean of School and agreed with the Executive Management Committee of the School.
2. The Vice Dean of School shall serve on an annually renewable basis at the discretion of the Dean of School.
3. The appointment of the Vice-Dean will be on the recommendation of Dean of School and approved by the Head of College.
4. The Vice Dean of School shall deputise for the Dean of School as necessary when requested to do so.

Chapter 12: Head of Department

1. Where Departments or other organizational units exist within a School there shall be a Head of Department or Unit.
2. The Head shall be appointed by the Dean of School with the agreement of School Executive and the Head of College.
3. Each Head of Department / Unit shall be appointed from the academic staff of the School at Senior Lecturer level, clinical Senior Lecturer or above. The Headship of Department / Unit may be filled by a Lecturer in the event that there is no staff member within the school at Senior Lecturer or above or where staff members at Senior Lecturer or above are ineligible or otherwise precluded from serving.
4. The responsibilities of the Head of Department / Unit shall include:
 - providing leadership for the development of the Department / Unit and planning for its future direction in a collegial manner;
 - ensuring that appropriate academic instruction and assessment is provided to students registered for its academic programmes in accordance with published information in the Book of Modules, Calendar, Marks and Standards and Timetables.
 - ensuring that accurate information is held at the appropriate level on the progression of students registered for its programmes.
 - management of any budgets specifically allocated to the Department or discipline by the Head of School, in accordance with the policy and procedures of the University
 - promoting co-operation within and between the substructures of the School;
 - supporting curriculum development and research;
 - ensuring, after appropriate consultation, that all professional programmes delivered by the School comply with appropriate professional accreditation requirements;
 - representing the Department / Unit within the University, and externally as requested by the Dean of School.

Chapter 13: Research Institutes, Centres and Units

1. *Policy.* The policies to which reference is made in this chapter of the Rules are primarily, but are not limited to, the **RICU Governance Policy**¹ and **Procedures for the Establishment, Review and Dis-establishment of Research Centres and Institutes**², as approved or amended by the Governing Body from time to time.
2. *Establishment.* A research centre or institute may be established in accordance with the relevant University policies. Such a centre may be located in a School, Department or discipline, or may support interdisciplinary research in one or more Schools or Colleges, or may be established as a university-level institute. The criteria for the establishment of research centres and institutes will conform to University policy in that regard.

¹ <http://www.ucc.ie/en/media/research/researchatucc/policiesdocuments/RICUGovernancePolicy-FinalVersion.pdf>

² <http://www.ucc.ie/en/media/research/researchatucc/policiesdocuments/RICUProcedures-FinalVersion.pdf>

3. *Purpose.* In establishing research centres or institutes, the University seeks to promote research excellence and to ensure the long-term sustainability of research. Research centres and institutes also allow the University to engage with research directions deemed to be of substantive and strategic importance, and to respond to key developments in research policy, research training and research funding at national and international levels.
4. *Procedure for establishment.* A proposal to establish a research centre or institute will be considered by a committee established by the University for that purpose in accordance with procedures set out in the relevant University policies. All proposals to establish research centres and institutes in the College will be considered by the relevant College Management Committee, informed by the College Research Committee, prior to referral to the relevant University committee. The outcome of any proposal to establish a research centre or institute will be notified to the College Management Committee.
5. *Types of research centre or institute.* Research centres or institutes fall into different types according to the scale of their operations and their level of involvement with one or more Schools or Colleges. These criteria are stated in the relevant University policies.
6. *Appointment of Director.* Each research centre and institute shall have a Director with academic and administrative responsibility for its strategy and operations. The Director shall be appointed according to the University policies which apply to the type of research centre or institute.
7. *Duties of Director.* The Director of a research centre or institute shall be responsible for:
 - a. The efficient and proper conduct of the business of the research centre or institute;
 - b. Leadership of the research centre or institute, both internally and externally;
 - c. The development of the research centre or institute Strategic Plan and associated operational plan and risk register;
 - d. Financial and other resources, in accordance with the research centre or institute financial plan;
 - e. Recommending proposals for new research projects;
 - f. Ensuring the funding provided is used appropriately;
 - g. Performance of each of the Principal Investigators and their function and duties within the research centre or institute;
 - h. Compliance with University policies and procedures.
8. *Governance structures: conformity with College rules.* The governance structures which apply to research centres and institutes will complement roles and relationships specified in these rules as they apply to Schools, Departments and disciplines. The governance structures of centres and institutes, and the reporting relationship and duties of centre or institute directors, shall complement, and not conflict with, their respective academic responsibilities as specified in the Principal Statute and their contracts of employment.
9. *Executive management and advisory structures.* Each research centre or institute in the College shall have an executive management committee, the composition of which shall be determined on the establishment of the research centre or institute, taking relevant University policies into account. A research centre or institute may also have a strategic advisory group, according to the type of centre or institute and as specified in the relevant University policies. The roles, responsibilities and functions of management and advisory groups shall be as set out in the relevant University policies.

10. *Reporting relationships.* The Director of a research centre or institute shall report to the designated Head of College or Head of School on all academic, resource, financial and compliance matters. In addition, the Director shall report to the senior University officer with responsibility for research and innovation in relation to compliance with funding agency requirements, and relevant University and national research policies.
11. *Annual report.* The Director of a research centre or institute shall submit an annual report to the University through the senior University officer with responsibility for research and innovation as set out in the relevant University policies.
12. *Periodic review.* Each research centre or institute shall be subject to periodic review as set out in the relevant University policies.

Chapter 14: Procedure for Creating and/or Dissolving Organisational Units

1. The College Council, on the advice of the Head of College, may, following a consultative process herein laid down, recommend to the University Management Team Operations [UMTO], Academic Council and Governing Body the creation, modification or closure of organisational units within the College of Medicine and Health up to and including school level through the revision of these rules in accordance with the Principal Statute, Section E.4.e and E.6. (1)
2. The College may also, in collaboration with another college or colleges in the University, and with the approval of Academic Council and Governing Body, establish or dissolve an organizational unit up to and including school level with a primary affiliation to more than one College through the revision of these and any other relevant College Rules in accordance with the Principal Statute, Section E.4.e and E.6.
3. All timescales in the process outlined below are consecutive.
4. The Head of College shall meet with interested parties and ask that a consultative paper be drawn up setting out the context and arguing the case for and against the proposed creation or dissolution of the unit. Acceptance by the College Executive Management Committee of this consultative paper as a reasonable statement of the proposition will signal the commencement of the process of consultation.
5. The Head of College shall initiate a process of consultation over a three-month period with all interested parties.
6. If there are implications that may affect another College, the Head of College shall consult with the Head of that College, and with the Senior Vice President Academic and Registrar.
7. If a *prima facie* case is accepted by the Head of College after the period of consultation is over, s/he shall establish a working group to bring forward a comprehensive proposal covering strategic, management, governance, financial and academic aspects of the proposed change[s]. The time permitted for the preparation of this document shall be three months.

8. This proposal shall first be considered by the Executive Management Committee of the College. If the Executive Management Committee considers it a fair and complete statement of the issues, it will refer it to the relevant committees for advisory comment and College Council for approval. The time allowed for this comment to emerge shall be two months. At the end of this period, the Executive Management Committee shall review the file and provide the Head of College with its considered views.
9. Informed by this advice, the Head of College will arrange for the drafting of revised Rules for the College to reflect the changes proposed to the College structure. The revised rules, when internally approved by the College shall be transmitted to the University Management Team, the Academic Council and to Governing Body for approval. [E.6.(1)]

Chapter 15: Primary and Secondary Affiliation of Units

1. The College of Medicine and Health shall comprise a number of academic units with primary affiliation to the College. Such academic units shall be agreed by the College Council and brought by the Head of College to the President and Academic Council for comment and Governing Body for approval.
2. The College of Medicine and Health shall be responsible for the management, governance and resourcing of all units having primary affiliation to the College, save those academic units allocated to other Colleges for budgetary purposes by Governing Body.
3. The College will also recognise other units, whose primary affiliation is to another College but who may be deemed to have a secondary affiliation to the College of Medicine and Health.
4. These units will contribute in a major way – normally 30 or more credits – to core academic programmes in the College and will share common research interests with members of the academic staff of the College.
5. These units will provide nominees to the boards of studies of the core academic programmes to which they contribute.
6. A School with more than three major interests in common with another School, or a unit with a secondary affiliation to the College, may request a place on the appropriate standing committee(s) and School Board(s). Such cross representation, if granted, shall be reciprocal.
7. Such representation carries no onus of attendance. The nominated member from the unit with a secondary affiliation shall receive all agendas, minutes, and documents from the specified committee as an equal right with any other member.
8. In exceptional circumstances, a unit with shared research interests that does not contribute 30 or more credits to a core academic programme may request secondary affiliation to the College of Medicine and Health. The Head of College, after taking advice from interested parties, shall decide to accept or reject this request.
9. Requests for secondary affiliation of a unit to the College of Medicine and Health shall be made to the Head of College. If in the judgement of the Head of College reasonable grounds

for such affiliation have been adduced, the Head of College shall bring the request to the College Council for agreement and thence to the President and Academic Council for comment and, having taken account of the comments received, may then take the proposal to Governing Body for approval.

Chapter 16: Procedure for Approval of Changes to the Rules

- a. New Rules or modification of existing Rules will initially be agreed by College Council and forwarded to the University Management Team Operations, Academic Council for its advice and to Governing Body for approval

Appendix 1: Standing Orders for Committees

These Standing Orders shall apply to all standing committees of the College and its Schools.

1. Each Committee shall have terms of reference and membership drawn up and agreed by the Committee and the Dean of School (for school committees) or Head of College (for college committees).
2. Each Committee shall have a chairperson to conduct meetings and take responsibility for actions agreed. Chairpersons shall serve a minimum of three years, a further three years Dean of School or Head of College as appropriate.
3. Each Committee shall appoint a Secretary who shall be responsible for keeping an accurate record of the meeting.
4. Meetings shall be called by the Chairperson of the Committee in consultation with the Secretary.
5. Chairpersons and deputy chairpersons shall be appointed, following consultation, by the Dean of School or Head of College as appropriate, unless otherwise stated in these rules.
6. The Chairperson shall ensure that a record is kept of each meeting and that an agenda is circulated not less than five days in advance of the meeting.
7. The Chairperson shall ensure that important documents are circulated at least five days in advance of the meeting.
8. The Chairperson shall endeavour to arrange meetings such that as many members as possible can attend. Committee members who cannot attend shall normally submit their apologies to the Chairperson in advance of the meeting.
9. Committee members shall normally serve for terms not exceeding five years.
10. Administrative staff shall normally be in attendance to provide administrative support and keep the meeting record.
11. The Deans of Schools or Head of College, as appropriate, shall be responsible for ensuring reasonable gender balance and fair representation in the composition of standing committees of the School or College.
12. The Chairperson shall strive to ensure that each member has an equal opportunity to make their views known and that no one member unduly inhibits full and free discussion by others. To this end, the Chairperson may request a committee member to desist while other views are heard.
13. Committee members shall treat the Chair, and each other, with professionalism, courtesy and respect at all times. Failure to do so on the part of any person or persons will result in the Chair issuing a warning to the offending party or parties. Failure to heed this warning will result in the Chair requiring the offending party or parties to withdraw.
14. The Chairperson shall strive to achieve consensus whenever possible. Where consensus cannot be achieved, a vote may be taken. The Chairperson or deputy chairperson shall exercise the casting vote. Votes shall be carried by a simple majority of those present