University College Dublin

Quality Improvement Plan

UCD Registry

December 2020

1. Introduction

The Quality Review site visit took place from March 2-5, 2020, with the subsequent report being made available to Registry in June 2020. In August, a group was established to develop the Quality Improvement Plan (QIP) comprising three members of the original Quality Review Coordinating Committee, plus four new members. The group met (remotely) a number of times between September and November to progress the QIP.

The agreed approach was to consider each of the 21 recommendations systematically as a group. 11 items were considered to be recommendations concerning academic, organisational and other matters which were under the control of the unit, and these recommendations were discussed with the aim of producing one or more options or proposals. Where necessary, further consultation and investigation was carried out in relation to specific items with Registry units, and the options were refined into a draft action plan. This was reviewed and input was provided by the Director of Registry and the Registry Management Team. Discussion took place between the Director of Registry and the Registrar in relation to the items which were considered beyond the scope of the unit or that required consideration by University Management. The outcome of these discussions informed the plans for addressing the relevant recommendations in the QIP.

Membership of Quality Improvement Group:

Emma Caron, Communications Officer, Office of the Director of Registry
Martin Hurley, Senior Operations Manager, Admissions, UCD Registry
Sue McAlinden, Graduate Recruitment Manager, Student Recruitment, UCD Registry
Ciara McCabe, Assistant to the Director of UCD Registry, Office of the Director of Registry
John O'Connor, Grading Support Operations Officer, Assessment, UCD Registry
Iseult Ó Síocháin (Chair), Senior Project Manager, Office of the Director of Registry
Kaye Smyth, Senior Executive Assistant, Administrative Services, UCD Registry

Categories

1. Recommendations concerning academic, organisational and other matters which are <u>entirely under the control of the unit</u>
2. Recommendations concerning shortcomings in services, procedures and facilities which are <u>outside the control of the unit</u>
3. Recommendations concerning inadequate staffing, and/or facilities <u>which require additional recurrent or capital funding</u>

PLANNING, ORGANISATION AND MANAGEMENT						
RG Report	RG Recommendation	Category	Action Taken /Planned	Lead	Start Date	Planned Completion
*2.14	The RG recommends that UCD Registry, in support of the new University Strategy 2020-2024, be bold in the scope of its vision for the future of services provided in student recruitment, admissions, assessment and student support. In collaboration with the University Senior Management, professional services, and academic colleagues, UCD Registry can provide leadership and act as an enabler for truly transformative end-to-end processes and services to match the University's ambition.	1	This recommendation will be addressed as part of the 2021-2024 Registry Roadmap. See also recommendation 2.16	RMT	Q1 2021	Q2 2021
2.15	Although UCD Registry's vision statement reflects the University aspiration of being truly global, an opportunity is missed to articulate UCD Registry's contribution to a diverse and inclusive community of students, so a revision of this statement is recommended.	1	Registry's vision statement will be re-drafted, working in liaison with UCD's EDI Manager and Access and Lifelong Learning (with a full review of Mission, Vision and Values statements as part of the new 2021-24 Registry Roadmap).	Registry Comms Group and RMT	Q1 2021	Q1 2021
*2.16	UCD Registry should develop a clear roadmap of at least three years, which describes the future development of the key institutional functions and services, discussed in Section 3 below, for which it holds primary responsibility.	1	Produce 3 year Roadmap for period Sept 2021 to August 2024, with initial exploration of methodology and consultation process. Development of this Roadmap will include: - consultation (virtual and/or f2f) with key stakeholders - a means of ensuring that business critical IT developments and upgrades are planned - continuous improvement /quality enhancement initiatives being agreed via a co-creative process - assessment of capacity and capabilities of the unit - alignment with University strategic objectives. A key dependency here is the pace of strategic developments across the University.	RMT	Q1 2021	Q2 2021
*2.17	In planning for reorganisation, the starting point should be an analysis of the demands that the University's Strategy 2020 -2024 will place on UCD Registry, including projected increases in student numbers and	2	This will be addressed as part of the 2021-24 Registry Road Map.	RMT	Q1 2021	Q2 2021

	the delivery of the road map, recognising that 'form follows function'.					

FUNCTIONS, ACTIVITIES & PROCESSES

RG Report	RG Recommendation	Category	Action Taken /Planned	Lead	Start Date	Planned Completion
3.15	The RG recommends that UMT considers opportunities for integration between student services provided by UCD Registry and those delivered by other units.	2	This is not in Registry's direct control so the action will be highlighted in a paper to UMT (It is noted that previous attempts at integrated planning across professional services units have not been successful although the Unified Support Model offers a pathway to service integration)	RMT/ UMT	Q1 2021	Q2 2021
3.16	The RG recommends that University Management consider the opportunities for integration across domestic/EU and international student recruitment.	2	This is not in Registry's direct control so the action will be highlighted in a paper to UMT, with a recommendation for UMT to establish a Task Group to consider this recommendation.	RMT /UMT	Q1 2021	Q2 2021
3.17	With respect to the University's Digital Transformation strategy, UCD Registry should seek involvement in decision-making around medium-term investment, and whether this is used to improve existing systems or employ additional staff, to ensure that activities can be maintained in the interim as student numbers continue to increase.	2	Registry supports this recommendation but appreciates that a decision on representation resides with UMT. The recommendation will be highlighted in the paper for UMT referenced in 3.15 and 3.16 above.	RMT /UMT	Q1 2021	Q2 2021
3.18	The RG recommends that UCD Registry adapt existing processes to meet the needs of growing numbers of postgraduate research, continuing professional education and other students, where the deadlines associated with trimesters are not appropriate.	1	Carry out a review of business processes to identify service gaps or shortcomings in respect of all categories of students. The recently funded Human Capital Initiatives (HCI), creating even further categories of students, adds a new dimension and challenge to this recommendation.	RMT	Q1 2021	Q3 2021
3.19	The RG recommends that UCD Registry consider alternative solutions to the current manual document verification process.	1	A project will be undertaken to examine and inform the future University approach to document verification, taking account of the benefits and risks involved with different approaches.	Applications Steering Group	Q4 2020	Q2 2021
3.20	UCD management should more clearly articulate the "process-owner" responsibilities of UCD Registry vis-a-vis those of other stakeholders within the University.	2	This is not in Registry's direct control so the action will be highlighted in the paper to UMT referenced earlier.	RMT /UMT	Q1 2021	Q2 2021

MANAGEMENT OF RESOURCES

RG Report	RG Recommendation	Category	Action Taken /Planned	Lead	Start Date	Planned Completion
4.18	The RG recommends consideration by University Management of the capacity of UCD Registry to cope with the planned increase in student numbers, with current resourcing levels.	2	This is not in Registry's direct control so the action will be highlighted in a paper to UMT. In addition, Registry will factor this recommendation into its 2021-2024 Roadmap.	RMT /UMT	Q1 2021	Q2 2021
*4.19	University Management should consider introducing formal Change Impact Assessments in advance of new initiatives and major projects involving UCD Registry staff.	2	This recommendation is not in Registry's direct control so the action will be highlighted in the paper to UMT already referenced.	RMT /UMT	Q1 2021	Q2 2021
4.20	UCD Registry should continue to engage actively with IT Services (EAG) colleagues on the appropriate balance between adapting existing and adopting new IT systems to ensure delivery of Registry functions and services.	1	This recommendation will be addressed through the existing Registry and IT Services (EAG) monthly liaison meetings.	Registry - EAG Liaison Group	Q1 2021	On-going
4.21	Use the outputs from the UCD Registry Project Roadmap to inform the proposed organisational review, bearing in mind the recommendation that "Form should follow Function".	2	The proposed Registry organisation redesign is on pause to allow it to be assimilated in the University-level transformation project.	RMT and UMT	TBD	
4.22	The RG recommends that UCD Registry consider working with its service users to produce business cases for system innovation /smaller scale work.	1	This recommendation will be addressed in two ways: - as an element of the Road Map development, following shortlisting of ideas/requests. - as a follow-on of the UCD Operations Group brainstorming sessions, which serve as a forum to gather suggestions, raise issues and advance improvements.	RMT	Q1 2021	Q1 2022

USER PERSPECTIVE

RG Report	RG Recommendation	Category	Action Taken /Planned	Lead	Start Date	Planned Completion
*5.20	The RG recommends that the University consider how it might better use the expertise within UCD Registry to plan and deliver its strategic ambition.	2	This is not in Registry's direct control so the action will be highlighted in the paper to UMT referenced earlier.	RMT /UMT	Q1 2021	Q2 2021

5.21	It is recommended that UCD Registry consider how the number of reports that can be run by staff outside UCD Registry could be increased, in the interests of greater efficiency and alleviating some of the UCD Registry workload.	1	Action Taken: Enhanced reporting rolled out between May and November 2020 as part of the GAP Review Project has provided a suite of reports and visualisations to facilitate informed review and decision making by those involved in the Grade Approval Process, namely Module Coordinators, Schools, Colleges Offices and Programme Exam Boards. Action Planned: Reporting requests coming into Registry units will be reviewed to identify main categories of reporting demand. Certain reporting needs of Schools could be met if a number of existing Infohub reports which are currently available only to Registry could be devolved to School or College level. A project has been initiated to replace the existing Business Objects reporting tool to enhance reporting capabilities. The scope largely relates to internal Registry reporting however the project is likely to deliver improvements to ad hoc reporting which may benefit a wider user group.	RMT and IT Services	Q4 2020	Q2 2021
5.22	The RG recommends that attention might be focused on streamlining processes for manual grade changes.	1	Action Taken: An online Exceptional Grade Change system was rolled out in September 2020 streamlining the paper-based process and improving turnaround time for post examination-board grade changes. The new process facilitates component and module grades changes and allows for tracking of request status through the approval process. It also facilitates stage reassignments to be requested and approved.	Actioned	Q1 2020	Q3 2020
5.23	Consideration should be given on how to improve communications and timing around notification of examination results, and on module registration.	1	Approaches implemented in relation to both staggered release of exam results and allocated registration start times have been deemed necessary to manage IT system load limitations, and it is understood that this does not always deliver an optimal student experience. Registry considers it critical that system peak capacity and performance should be considered as part of the University Digital Transformation. In the interim, Registry will work with IT Services to refine relevant student	RMT and IT Services	Q4 2020	Q3 2021

			communications to manage expectations and ensure clarity of messaging.			
5.24	In the next phase of planning, UCD Registry, along with University Management, is urged to explore ways of delivering services to graduate students and to others where the standard Academic Year/trimester is not an appropriate framework.	2	As per recommendation 3.18	RMT	Q1 2021	Q3 2021
5.25	Review the success and any shortcomings of the E-Thesis project after it has been in operation for a year.	1	Post release enhancements will be deployed on an ongoing basis until December 2020 therefore a review of the E-Thesis system is proposed for late 2021. The review will be led by Assessment and will include relevant Registry teams (Student Records, Student Desk, Fees) as well as the Library, Graduate Studies, and representatives of faculty and student user groups.	Assessment unit	Q3 2021	Q4 2021

* indicates prioritised recommendation for improvement as noted in Review Group report.

3.   Prioritised Resource Requirements

There are no additional resource requirements arising from the Quality Improvement Plan.