Quality Assurance / Quality Improvement
Internal Quality Review Programme

Quality Improvement Plan

Registry

June 2021

Contents

1   Introduction

Registry would like to acknowledge the engagement and commitment of the Peer Review Group (PRG) both during the Peer Review Visit and throughout the various stages of the quality review process. We are pleased to receive the commendations outlined in the PRG Report which identify many of Registry's strengths and welcome the recommendations in the Report which should assist Registry in managing some of the current and future challenges.

The Report was circulated to all Registry colleagues and a follow up meeting with the Registry team was arranged at which all the commendations and recommendations were discussed.

Following this meeting, it was agreed to establish a Quality Improvement Committee consisting of the Registry management team and a representative from each of the Student Awards and Student Enrolment Teams. The responses and draft actions were developed and discussed and are outlined in the subsequent sections.

As many of the recommendations were linked thematically, the Quality Improvement Committee decided for the one year and three year plans and actions to group these recommendations together under the following headings:

- ▪ Human Capital Planning & Development
- ▪ Preparing for Change
- ▪ Operational Excellence
- ▪ Internal & External Communications

2   Responses to the Recommendations in the Peer Review Group Report

The following notation is used in the recommendations for improvement.

P1: A recommendation that is important *and* requires urgent action.

P2: A recommendation that is important, but can (or perhaps must) be addressed on a more extended time scale.

P3: A recommendation which merits serious consideration but which is not considered to be critical to the quality of the ongoing activities in the Area.

Additionally, the PRG indicate the level(s) of the University where action is required: A: Area under review U: University Senior Management

No	Priority	Addresse	PRG Recommendation	Area Response	University Response
1	P1	A	*Planning* - Development of calendar of BAU activities and staff capacity	While individual team calendars of activities are in existence, the management team agree that a Unit wide view of this would be useful in the current context and a Registry-wide calendar will be developed. The management team also recognise that BAU activities will not remain static particularly in the context of SIS and that the calendars which are developed will need to be regularly reviewed and updated.	The University welcomes this recommendation, the response to create a Registry-wide calendar to support the coordination of activities across the Area. The calendar may also provide visibility to other University colleagues on particular "stress points" during the academic year when considering the timing of engagements
2	P2	A/U	Budget for Registry Staff Development to include Project Management Skills; management of change; management of stress; health and well-being.	We welcome this recommendation that a budget is provided for Registry for staff development particularly in the context of the significant university change projects to which Registry are actively contributing. Registry will, in consultation with Learning & Development, prioritise learning activities in change management and management of well-being in parallel with developing technical skills in project management.	The University welcomes this recommendation. As suggested by Registry, engagement with DCU Learning and Development Unit will support the successful development of programmes aligned to identified staff development needs. The University further suggests that the scope of staff development work is aligned to activities and initiatives planned the

No	Priority	Addresse	PRG Recommendation	Area Response	University Response
					new Student Information System Programme.
3	P3	A	Registry team engage with other institutions in the sector regarding good practice in Project Management	The Registry team participates in a number of sectoral networks, e.g. Exam Officers, Admission Officers, Conferring Officers and Directors of Registry. Lessons learnt and best practice in project management will continue to be shared and discussed among sectoral colleagues. We also will explore best practice in project management in the wider HE environment.	The University welcomes this recommendation and believes there is considerable value to Registry, and DCU more broadly in sharing and learning from best-practice within the sector. Opportunities to learn from the experiences of sectoral colleagues who have recently completed large change projects will be particularly valuable in the context of SIS implementation and its impact on the Registry function.
4	P3	A	*Human Resources* - Review current staff complement taking account of single points of failure; discreet work areas with few staff; the strategic objectives of the institution. Staff development opportunities for Registry to upskill staff for the future.	In line with the university's strategic focus on Human Capital Planning, a review will be undertaken building on outputs achieved from recommendation number 2 and within the context of institutional change. The management team will identify learning opportunities and upskilling for each staff member through the Performance Review and Development (PRD) process	The University agrees that the human capital planning activities may provide a framework for Registry's review of staff responsibilities and role profiles in all aspects of Registry's responsibilities. Prior to any discussions on the learning opportunities for staff, the University recommendations that the management team need to have a discussion with the University Learning and Development Unit within HR to ensure the PRD process is aligned with the University strategy
5	P3	A	*Physical Environment* - Continue engagement with Estates	Registry accepts this recommendation and will pursue this dialogue as the need arises with the	Demand for physical space across all DCU campuses remains at a premium

No	Priority	Addresse	PRG Recommendation	Area Response	University Response
			regarding campus master plan, physical space for Registry based on staff numbers	Estates Office. Issues pertaining to ongoing ventilation and bathroom facilities raised by staff during the self-assessment process will also continue to be raised with the Estates Office.	in all DCU campuses. The University, through the Estates Office and the Space Planning and Management Group will continue to engage with Registry regarding their space requirements.
6	P2	A	Registry take the opportunity to refocus strategies and priorities in terms of the provision of services to students; alignment with curriculum reform and university strategies; and support of the university to achieve its vision

Consideration of the development of a change management network within Registry to include change ambassadors/champions. | Registry has updated its strategic objectives as at February 2021. Following finalisation of the renewal of the University strategic plan, the Registry will renew and align its objectives for the period of the plan.

Work is ongoing with Learning & Development in identifying an appropriate model for a Registry change network following an initial pilot under SIS for the implementation of CRM Recruit. | The University notes the important role that Registry plays in supporting the delivery of the University's strategic ambitions in teaching and learning. The University welcomes the Registry's contribution to the CRM Recruit roll-out, the 1st rolled out phase of the new SIS Implementation. The University welcomes feedback from Registry colleagues involved in the pilot change network structure to ensure that the change management network is effective for future stages of the SIS implementation. |
| 7 | P3 | A | *Recruitment and Selection Processes* - Internal recruitment opportunities from within Registry, utilising current staff expertise, where possible | The management team notes that of the current staff complement of 39.5FTE, 43% have been promoted within Registry in the past three years through the standard DCU recruitment process. This recommendation will be further discussed with the Director of Human Resources taking into account DCU's existing policies in this area. | The University notes this recommendation and the Area's response to the rate of promotion within the Registry. Policies and procedures to support the recruitment process at DCU are defined with regard to sectoral and public sector requirements. These requirements included clear procedures for public advertising and established criteria for roles. |

No	Priority	Addresse	PRG Recommendation	Area Response	University Response
8	P1 P2	U/A U/A	Consideration be given to the merits or otherwise of (a) establishing a more formal business partner model between Registry and faculties and support services (b) creating a single DCU student hub to channel all queries that span the full student life cycle.	(a) Registry will explore the best way of establishing linkages and communication channels with Faculties and support services in consultation with relevant senior colleagues. We expect to have models identified within the next year. (b) In the context of potential changes which may evolve in the DCU operating framework and technologies that may be afforded by SIS this recommendation will be discussed with the Vice-President Academic Affairs and other relevant senior colleagues.	The University considers that the principles emerging from the DCU Operating Framework as well as the systems solutions afforded by the new SIS will contribute to optimising the service model for Registry. The University looks forward to supporting the Registry following the outcome of this review in implementing the most appropriate model to coordinate its activities and responsibilities with University stakeholders.
9	P1 P2	A A	Continue the roadmap of replacing manual processes with leaner and digitised workflows New Academic Calendar - take opportunity to review responsibilities between Registry and Faculty and where practical identify and implement single points of ownership and quality control so that any unnecessary overlap can be reduced	This is a clearly identified objective in the Registry strategic plan and will continue to be prioritised and progressed. Duplication of effort and overlaps between Registry and Faculty will be identified and as far as possible reduced through the redesign of business processes taking place as part of SIS implementation and through the implementation of an approved operating framework over the next three years.	The University welcomes this recommendation, and notes its alignment to the SIS Design Process principles and the DCU Operating Framework. The University looks forward to supporting Registry (and Faculties) in process redesign as part of SIS implementation, which will contribute to enhanced operational effectiveness within the Area.
10	P2	U/A	Include consultation with Registry as a standard step early in the academic programme planning and development process. Procedures for Programme Validation be amended to ensure	In the context of the future model for curriculum approval and management, Registry looks forward to new opportunities to engage at an early stage of the programme planning and development process.	The University has committed to implementing a new operating model with respect to curriculum design and management, which includes a modified approach to Validation. It is anticipated that timely consultation with

N o	Priority	Addresse	PRG Recommendation	Area Response	University Response
			that consultation with Registry forms part of this standardised procedure ahead of sign-off by an Executive Dean, and submission to the Education Committee.		a number of central services or units with specialist expertise will be integrated into the new approach.
11	P2	A	In conjunction with SIS roll-out, identify clear reporting requirements that will serve the specific needs of Registry, to enable validation of operations and creation of one-off queries	Registry representatives on the SIS programme are working closely with the project team and will participate in the workshops for redesign of new processes. These representatives will ensure that reporting requirements for Registry will be identified to the SIS programme through these workshops.	The University notes that the SIS implementation programme includes a Reporting work stream delivering both operational and management reporting from the new system. Engagement with Registry on the definition of reports, and building capacity to facilitate bespoke report development within Registry is included in the current scope of this work stream.
12	P3	A	Review links between the different fees and Registry processes to determine if they are serving the student and University in the most efficient way.	Registry recognises that there is a need to review these links to determine if they are best serving the student and DCU. Cognisance will be taken of the roll out of the new DCU operating framework and any business process re-engineering taking place under SIS.	The University notes that the emphasis on student-focus and efficiency are central to both the emerging operating model and the detailed work within the SIS programme. Addressing this recommendation is a planned dimension of SIS implementation.
13	P2	A/U	Need to improve communications - Internally (suggestions: informal newsletter; 3-month session hosted by different unit, 5 min overview of activities)	Registry agrees with the recommendation which was also highlighted in the Self-Assessment Report. A commitment has been made in the Registry strategic objectives implementation plan to address this area. Registry will engage with Comms & Marketing and consultancy as appropriate, to develop a Registry internal and external communications strategy and plan.	The University welcomes this recommendation, and supports the approach of the Area in addressing this recommendation. The University welcomes engagement with Communications and Marketing function to support the Areas efforts to refine and enhance communications

No	Priority	Addresse	PRG Recommendation	Area Response	University Response
			- External - review their communications channels with students and staff e.g. website, infographics, sessions with Chairs before PAB Leverage Comms & marketing where possible		channels, both internal to Registry, and to the broader university community.
14	P2	A/U	Inclusion of engagement in quality enhancement within all role profiles. Staff proactively encouraged to review processes as part of team and individual development/objective setting process. The review team also recommend that the University may also wish to consider this as a core expectation for all	We agree with this recommendation for role profiles and will ensure this is maintained. Registry teams endeavour to review processes at the end of each project. This will continue to be emphasised and included in objective setting process as part of new Performance Review and Development (PRD) scheme.	The University encourages the Registry to continue to inclusively nurture a culture of ongoing quality enhancement that all staff can contribute to, both within their roles, teams and the department. The University notes the new Performance Review and Development scheme provides an opportunity for this to be embedded within objective setting for individuals within Registry. This quality enhancement should be cognisant of the University needs in both SIS implementation and DCU Futures, and its impact on Registry
15	P2	U	The University continues to ensure that Change Management is given the necessary focus and resources to ensure success and that engagement from all staff is proactively sought to review and	Registry is actively engaged with the Communications and Change Management team as part of the SIS programme and acknowledge that effective change management will be essential to the successful implementation of SIS and other strategic initiatives.	The University welcomes this recommendation and agrees that a focus on empowering staff through the changes resulting from SIS implementation and the new DCU Operating Framework will be crucial to the ongoing effectiveness of Registry.

N o	Priority	Addresse	PRG Recommendation	Area Response	University Response
			enhance processes for the good of the institution		The University encourages Registry to remain committed to active engagement with the structures and supports within the SIS programme throughout the implementation.
16	P3	A	Engage in consultation with students and staff on a regular basis	The Registry will continue its engagement with students and their representatives through consultative exercises, surveys and staff-student fora. Enhancement of linkages with faculties and support units referenced in recommendation 9 will provide a forum for feedback to Registry. The Registry will also continue to seek feedback more widely from staff on its service provision on a regular basis.	The University welcomes this recommendation. The University notes that Registry was the first professional support unit to participate in the Staff-Student Forums initiative, coordinated by the Quality Promotion Office, and their intention to continue with these forums on an annual basis. The University will also provide support, where appropriate, for other feedback and consultation with both students and staff to inform future quality enhancement.

3   Summary of the One Year Plan

No.	P	A/U	Recommendation	Action	Timeframe	Lead
Human Capital Planning & Development						
2	P1	A	*Planning* - Development of calendar of BAU activities and staff capacity	This planning activity will commence in 2021. Research will be undertaken to explore potential tools which may assist with this process and contribute also to recommendations 3 & 5.	December 2021	Deputy Director of Registry
15	P2	A/U	Inclusion of engagement in quality enhancement within all role profiles. Staff proactively encouraged to review processes as part of team and individual development/objective setting process. That the University may also wish to consider this as a core expectation for all	All future Registry job descriptions will include engagement in quality enhancement. Process review will continue to be part of all Registry projects and will also be included in objective setting when the new PRD process is rolled out.	April 2021 May 2022	Deputy Director of Registry Team Managers
Preparing for Change						
3	P2	A/U	Budget for Registry Staff Development to include Project Management Skills; management of change; management of stress; health and well-being.	• The Director of Registry will identify a budget allocation for staff development when agreeing future budgets with the Finance Office • Will continue to encourage staff to engage with DCU current offerings in the areas of health & wellbeing. • Will explore designing a Registry specific offering in wellbeing.	July 2021 Ongoing May 2022 March 2022	Director of Registry Team Managers Management team in consultation with team members

				• Will engage with HR L&D to develop a project planning design and delivery programme for Registry • In consultation with HR, Registry will engage with an external provider to provide training and tools for managing change.	March 2022	Deputy Director of Registry Management team
7b	P2	A	Consideration of the development of a change management network within Registry to include change ambassadors/champions.	An appropriate change network model will be developed in consultation with HR taking account of the wide range of changes which will impact on Registry over the coming years. Further training for change champions will be arranged. It is expected that some external facilitation will be required to assist Registry with this recommendation.	March 2022	Management team
**Operational Excellence**
7a	P2	A	Registry take the opportunity to refocus strategies and priorities in terms of the provision of services to students; alignment with curriculum reform and university strategies; and support of the university to achieve its vision	Following confirmation of the University bridging strategy, Registry will renew its objectives to align with the priorities of the University	November 2021	Director of Registry
10a	P1	A	Continue the roadmap of replacing manual processes with leaner and digitised workflows	While Registry is very focussed on the implementation of SIS, it is recognised that parallel projects are also required where there is an urgent need or where a solution may not be available through the SIS programme. With this in mind the Registry is currently advancing the		

					August 2021	Student Enrolment Manager
				replacement of a number of manual processes eg		
				• Digitisation of the EU qualifications assessment process	August 2021	Student Enrolment Manager
				• Enhancements to extenuating circumstances and postponements forms.	December 2021	Student Awards Manager
				• An online solution for the collation of student garda vetting forms is being explored.	November 2021	Student Enrolment Manager
				• The development of the student onboarding process and expansion to include postgraduate students.	August 2021	Student Enrolment Manager/Systems Officer
				• The electronic verification of new students' identity and issuing of new student ID cards.	November 2021	Curriculum & Registration Manager
				Further opportunities will continue to be identified.		
**Internal and External Communications**					
9a	P1	U/A	Consideration be given to the merits or otherwise of (a) establishing a more formal business partner model between Registry and faculties and support services	(a) Registry will explore the best way of establishing linkages and communication channels with Faculties and support services in consultation with relevant senior colleagues.	May 2022	Director of Registry
11	*P2*	*U/A*	Include consultation with Registry as a standard step early in the academic programme planning and development process. Procedures for Programme Validation be amended to ensure that consultation with Registry forms part of this standardised procedure ahead of sign-off by an Executive Dean, and submission to the Education Committee.	The Director of Registry will discuss with the Vice-President Academic Affairs how this recommendation can be implemented.	December 2021	Director of Registry

4   Summary of the Three Year Plan

No.	P	A/U	Recommendation	Action	Timeframe	Lead
Human Capital Planning & Development						
5a	P3	A	*Human Resources* - Review current staff complement taking account of single points of failure; discreet work areas with few staff; the strategic objectives of the institution.	The management team will carry out this review, in consultation with HR, taking into account future strategic decisions of the University.	December 2023	Director of Registry
5b	P3	A	Staff development opportunities for Registry to upskill staff for the future	The management team will continue to actively encourage colleagues to avail of relevant HR Learning & Development courses. Team Managers will identify upskilling needs through the roll out of the PRD scheme. Bespoke training (eg Excel) will also be arranged for the Registry team as required.	Ongoing April 2022 onwards	Management Team
8	P3	A	*Recruitment and Selection Processes* - Internal recruitment opportunities from within Registry, utilising current staff expertise, where possible	This will be monitored in consultation with Human Resources.	Ongoing	Management Team
Preparing for Change						
16	P2	U	The University continues to ensure that Change Management is given the necessary focus and resources to ensure success and that engagement from all staff is proactively sought to review and enhance processes for the good of the institution	Registry is actively engaged with the Communications and Change Management team as part of the SIS programme and acknowledge that effective change management will be essential to the successful implementation of SIS and other strategic initiatives.	Ongoing	

6	P3	A	*Physical Environment* - Continue engagement with Estates regarding campus master plan, physical space for Registry based on staff numbers	The Director of Registry will liaise closely with the Director of Estates when the review of staff complement and the university operating framework is advanced.	Spring 2023	Director of Registry
			Operational Excellence			
10b	P2	A	New Academic Calendar - take opportunity to review responsibilities between Registry and Faculty and where practical identify and implement single points of ownership and quality control so that any unnecessary overlap can be reduced	The business process re-engineering that will take place as part of the SIS process mapping will look to identify any overlap of activities between Registry and Faculty. The aim will be to reduce this, ensuring quality control of processes is maintained. This review will also need to recognise the changes that may emerge as part of the new DCU operating framework over the next three years.	December 2023	Team Managers
12	P2	A	In conjunction with SIS roll-out, identify clear reporting requirements that will serve the specific needs of Registry, to enable validation of operations and creation of one-off queries	Work has commenced in identifying reporting requirements for the new student application portal. Registry will be actively involved in the mapping of departmental operational reporting requirements during the SIS programme.	Ongoing 2023	Registry Subject Matter Experts to the SIS Programme
4	P3	A	Registry team engage with other institutions in the sector regarding good practice in Project Management	Registry will explore and share experiences and good practice of project management through sectoral engagement with other Higher Education institutions.	2022 and Ongoing	Deputy Director of Registry
13	P3	A	Review links between the different fees and Registry processes to determine if they are serving the student and University in the most efficient way.	Once the detail of the operating framework is agreed and available, the Registry	Spring 2023	Curriculum & Registration Manager

				management team will complete a full assessment of this recommendation.		
Internal and External Communications						
9b	P2	U/A	Consideration be given to the merits or otherwise of (b) creating a single DCU student hub to channel all queries that span the full student life cycle.	In the context of potential changes which may evolve in the DCU operating framework and technologies that may be afforded by SIS this recommendation will be discussed with the Vice-President Academic Affairs and other relevant senior colleagues.	Q4 2023	Director of Registry
14	P2	A/U	Need to improve communications - Internally (suggestions: informal newsletter; 3-month session hosted by different unit, 5 min overview of activities) - External - review their communications channels with students and staff e.g. website, infographics, sessions with Chairs before PAB Leverage Comms & marketing where possible	In consultation with DCU Communications Office, external expertise will be sought to develop and implement a communications strategy for Registry. Some immediate actions were identified by the PRG and these will be actioned as follows: Overview sessions of major processes will be arranged with regular informal opportunities for teams to interact A full review of Induction Pack for Registry staff will be undertaken. Continue to reform email communications with infographics in consultation with Comms & Marketing	May 2022 May 2022 Ongoing	Team Managers Deputy Director of Registry Team Supervisors

				Continue to further develop online training and instructional videos on major processes for students and staff.	Summer 2021 and Ongoing	Team Managers
17	P3	A	Engage in consultation with students and staff on a regular basis	Registry will continue to engage in the annual staff-student Forum in co-operation with QPO.	Ongoing	Management Team
				Registry will build on engagements as part of Recommendation 9a and will create new opportunities to receive feedback from staff on their information needs and clarity of information communicated. The communications strategy developed under Recommendation #14 will also inform how this engagement will take place.	May 2022	Management Team

5 Appendices

5.1 Quality Committee (for the Self-Assessment Report)

Phylomena McMorrow (Chair)
Gillian Barry
Lisa Buckley
Vikki Doyle
Gráinne Fagan
Paul Gaffney
Triona Kirwan
Mary McKiernan
Niamh McMahon
Georgina Roberts
Michelle Smyth
Stefanie Woodhead

5.2 Peer Review Group members

Stephen R Lopez (Chair), Academic Registrar, Glasgow Caledonian University
John Kilcoyne, Finance, DCU
Jill O'Mahony, Director of Admissions & Enrolment Planning, UCD
Caroline Spencer, Head of Medical Records, Beaumont Hospital
Monica Ward, School of Computing, DCU
Ruth Wasson, Director of Student Administration, University of Ulster

5.3 Quality Committee (for the Quality Improvement Plan)

Phylomena McMorrow (Chair)
Gillian Barry
Lisa Buckley
Olivia McGinn
Niamh McMahon
Darren Myler
Georgina Roberts

5.4 Prioritised Resource Requirements

Title of project	1. Registry capacity planning
Reference to Peer Review Group Report	Recommendation # 2 Development of a calendar of BAU activities and staff capacity
Aim of project	To acquire technology to gather information at a department level, to enable high level review of capacity and to facilitate easier review of timing of activities and projects.
High Level Summary of Activities/ Milestones	Identification of appropriate technology (Teamwork the project management tool used by ISS and the SIS Programme has been identified) Installation of technology Gathering of data on projects and resources Entry of data to tool Production of overview reports
Expected impact on quality improvement in Area and University	This tool would enable the Registry to assess the impact of future university changes in timings and delivery of processes in an agile manner, and to ensure staff capacity can appropriately support the delivery of projects and processes.
Amount requested and financial summary	Estimate of user licences and training for Project management software €5,000

Title of project	2. Training Programmes and Good Practice in Project Management, health and wellbeing
Reference to Peer Review Group Report	Recommendations # 3 and #4 Budget for Registry Staff Development with a specific focus on project management
Aim of project	Develop a training programme in project management for delivery to a number of Registry staff in relevant project management skills. Engage with other institutions in the sector regarding good practice. Offer health and well-being events/initiatives for Registry staff
High Level Summary of Activities/ Milestones	Identification of partners to deliver training Plan programme content Deliver training Review sectoral good practice Roll out of wellbeing events for the Registry team
Expected impact on quality improvement in Area and University	Registry staff will be better equipped to re-organise, plan and deliver existing and new projects under the context of significant organisational change. These changes will arise from the revision of the Academic Calendar, the SIS programme and the operating framework. A wellbeing programme will help to support colleagues through this change process.
Amount requested and financial summary	Project management training for team members and health and wellbeing initiatives - €11,000

Title of project	*3. Management of Change/Change Network*
Reference to Peer Review Group Report	Recommendations #3 & #7b Budget for staff development in management of change and development of a Registry change network
Aim of project	Upskilling of Registry change leaders in change management skills. Advice on an appropriate model for a Registry change network and delivery of change workshops for Registry team.
High Level Summary of Activities/ Milestones	Identification of Change Management Facilitator in consultation with HR Planning of upskilling programme Delivery of upskilling programme Change workshops for Registry team Consultancy and delivery of a model for a Registry change network
Expected impact on quality improvement in Area and University	Upskilling of Registry change leaders to deliver on anticipated university strategic change projects The implementation of an appropriate change model will create a forum for all Registry staff voices
Amount requested and financial summary	€8,000 – external consultancy

Title of project	*4. Creating Lean and Digitised Processes*
Reference to Peer Review Group Report	Recommendation # 10
Aim of project	Transformation of the existing EU qualification assessment paper based process into a lean and digital process using CAO Connect
High Level Summary of Activities/ Milestones	To engage in a national pilot programme for a limited number of EU qualifications in 2021 Review pilot programme and examine potential to extend to other EU countries in future years
Expected impact on quality improvement in Area and University	The EU Qualification assessment is currently a paper based and manual process which is very time-consuming. Registry currently manually assess circa 1,000 individual applications annually. Moving this to a digital and lean process would accrue significant efficiencies and reduction in risk of error.
Amount requested and financial summary	User licences and set up costs - €1,500

Title of project	*5. Registry Communications*
Reference to Peer Review Group Report	Recommendation # 14 Improve Internal & External Communications
Aim of project	Enable better internal and external communications
High Level Summary of Activities/ Milestones	In consultation with DCU Communications Office, an exercise will be conducted availing of specialised Comms expertise to develop an internal and external communications strategy. Specific goals will be identified and funding will be availed of for the implementation of these specific goals.
Expected impact on quality improvement in Area and University	Improved internal communications in a growing Registry team and improve external communications across Faculties, Units, students and the wider public.
Amount requested and financial summary	To include external consultancy fees and funding for the implementation of strategic communication recommendations - €12,000