NATIONAL COLLEGE OF ART AND DESIGN
QUALITY ASSURANCE REVIEW IN REGISTRAR'S AREA

QUALITY IMPROVEMENT PLAN

1. OVERALL RECOMMENDATIONS IN REGISTRAR'S AREA

Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
1. **Future Structure and Qualifications** (i) Creation of a separate Registrar's Post and Head of Finance Post of equal status both reporting to the Director (ii) The Registrar's Post, now an academic registrar's Post, should be on the basis of a fixed term contract e.g.5 years. (iii) The grading structure for the positions of a qualified Accountant and a qualified Assistant Registrar should be considered in the light of future resources and the ability to attract quality candidates.	Whilst the Department broadly accepts the recommendation of the PRG the delivery of this recommendation depends on agreement by the Higher Education Authority, by An Bord and by the College Union. The Director has commenced discussions with the HEA in this regard in the context of changes that we require to the NCAD 1971 Act, which at present require the Registrar to have responsibility for the finance area. The College will consider (iii) in the context of developments in the Legislation and financial resources.	Director / Registrar	2005 - 2006	In progress	Not yet ready for discussion by An Bord but An Bord agreeable to proposal to amend Act.
2. **An IT Department must be established** (i) IT should have further resources with an additional staff member responsible for projects and strategic planning of the IT area and to work with users in relation to IT development. (ii) Additional part-time staff should be assigned to the computer support function to assist with on-going user support.	A Computer Development Committee is to be established to devise strategic planning of the IT development in the College. The IT Department is to be allocated greater space and a budget for part-time staff to support users throughout the College.	Registrar	October to December 2005 to establish Committee.	Part-time staff already engaged. New space to be ready by January 2006	None

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3. Recognition of the Role of Attendants. (i) The Attendants role regarding security needs clarification. (ii) The Attendants must be involved to a greater extent in being made aware of development within the College and of their role within these developments and the PRG sees scope in the development of the Intranet with co-requisite PC and email training for attendants.	(i) The absence of a recognised security presence during the working hours gives the impression that attendants perform a security function. Whilst it is recognised that attendants, like all members of the College, have a role in security there is a perception that the attendants are in fact security personnel, which is not the case. In order to ensure that staff and students are aware of this it is suggested that the Registrar write to all Heads of Faculties and Departments including the Students Union highlighting the fact that attendants are not security personnel (ii) Some attendants agree that PC's should be placed at each of the four main desks for attendants and that basic training will be provided to ensure that the attendants can access and receive information. Some attendants are of the view that PC's will not improve communication and would prefer areas to write when visitors are expected. Simultaneously all faculties and departments will be advised to keep the attendants and reception advised of activities happening in the College.	Registrar Registrar	(i) Term 1 2005/2006 (ii) Term 2 2005/2006 when PC's are in place.	A memo has been sent to all Heads, secretaries and Students Union.	None at present.

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4. Our Registry area needs to develop its student support section and include at least the following. (i) Expand the Disability Service. (ii) Develop mature student support service. (iii) Provide facilities to increase the participation of socio-economic disadvantaged students.	(i). A half-time post of Student Support with direct responsibility for students with disability has been filled since mid-August 2005. The CAO and AHEAD have developed a supplementary system in relation to this category of applicant. NCAD will endeavour to be an active participant in this process in 2006. (ii). Student Support Officer to liaise with Student Union and representatives of mature students to identify services required. (iii). Student Support Officer also works half time as Schools Liaison Officer and will develop a programme throughout the academic year to increase the participation of socio–economic disadvantaged students.	(i), (ii) Registrar (iii). Registrar and Head of Faculty of Education	(i) Completed August 2005 (ii) March 2006 (iii) June 2006	(i) Completed	Not Applicable
5. Quality of the Working Environment (i) The PRG recommend the relocation of the reception area out of the registry area to a dedicated space to reduce noise and disruption levels. (ii) Reception could be combined with the attendant's central enquiries area to improve facilities and provide cover for attendants and reception. (iii) The Attendants current area does not represent the appropriate image for the College.	(i) Although this recommendation is agreed with it is not possible at this stage to implement it. Any move however must be clearly thought through so that the outcome is conducive to enabling users to make contact with relevant staff without difficulty. (ii) It is unlikely that reception could provide cover for attendants in any combined process, but there would be other synergies. (iii) This is agreed and a review of future location will be put in place. In the meantime redecoration and reorganisation of the area will be implemented.	(i) Registrar (ii) Registrar (iii) Registrar	(i) 2006/2007 at the earliest (ii) As above (iii) Academic year 2005/2006	(i) No Progress (ii) No Progress (iii) Plan required for completion June 2006. Working group to be appointed comprising the Head Attendant, the Receptionist and Berna Scanlan to report on alternatives.	None at present.

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6 International Desk (i) The PRG recommends that consideration be given to the investigation of possible links with non-EU art colleges, which could provide an income contribution to the College. (ii) The PRG recommends that the College consider the possibility of devising a model whereby there is an agreed distribution of income accrued between the College and at faculty level which creates the incentives to approve non-EU full paying students.	The Department has appointed a half-time post to include assistance in Erasmus. This area will now become the International Student Unit. The primary responsibility will be to co-ordinate Erasmus students initially and then consider possible contacts with non–EU Art Colleges.	Registrar and Heads of Faculty	2006/2007	Erasmus co-ordinator assistant in place. No progress on Non - EU	None at present
7. Publicity (i) The PRG endorse the idea of an explanatory document outlining the range of services available from the Registry area to promote internal awareness. (ii) There may be scope for the Registrar's area to work with academic staff in raising the NCAD profile nationally and internationally.	The Department will produce a document outlining the range of services that are available from the Registry Area and will examine what contribution it can make to raising the NCAD profile nationally and internationally.	Registrar	June 2006	A Committee has been appointed under the chairmanship of the Admissions Officer and including the Student Support Unit Officer, a Receptionist**, and** the International Student Unit Co-ordinator to prepare a report.	None at present.

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8. Grading Structure and Merit Awards. PRG noted the grading structures as a key issue to the Registrar's area staff and recognised how the College has been curtailed in its flexibility to change these structures. (i) The PRG encourages the adoption of a Performance Management Development System (PMDS), which would provide feedback on job performance, and recognition of work done. (ii) The PRG supports the continuation of a practice whereby, where a job has changed significantly, it is possible to change the grading to reflect that change. (iii) Staff should be encouraged to move within the College to other positions thereby developing their roles and career paths. (iv) Job enhancement may be encouraged through the introduction of new technology.	The Department accepts this recommendation and would welcome efforts to address existing grading structures. Whilst some existing staff have transferred from other areas within the College there are limited opportunities to do so and it is unlikely that this will change significantly in the future. In respect of new technology in both the Registry and the Accounts Department the most up to date IT appropriate to the post is either already in place or, in the case of the student record system in process of being introduced. Staff should be encouraged to seek training in any area of the administrative process whether or not it is their immediate area through the Staff Development Programme.	(i), (ii) A Committee under the Chairman-ship of Trevor Peirce and including Ken Langan, Kitty O'Connor and Helen Fegan is to report on grading structures. (iii) All Grades IV, V and Attendants posts are advertised internally in the first instance. (iv) CampusIT version 2 installed during Term 1 2005/2006	March 2006 Term 1 2005/2006	(i), (ii) Committee has been appointed. Implemented November 2005	None at present.

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9. Working Manual. The PRG endorsed the need for working manuals within each area which should be updated on a regular basis so that clear procedures are accessible outlining the various tasks for each area for all staff	A very good working manual exists for certain events such as Open Day and Conferring. Two separate committees will be established within the Registrar's Area, one in Registry and one in Accounts to prepare working manuals for those areas. In Registry Cecily Grant, Mary Robinson, Debbie Reddin and Pauline Delaney will provide the working manual and in Accounts Helen Fegan, Neasa Travers, Leoné Swan and David Bramley.	Ken Langan	July 2006	Accounts manual in progress, December 2005.	Not applicable

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2. OVERALL RECOMMENDATIONS IN ACCOUNTS AREA

Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
1. (i) The PRG endorses a recommendation of employing 1 additional half time staff member on a full time basis within the accounts area with knowledge of both the creditors and payroll areas. (ii) The PRG supports changes in the creditors/payments area to speed up the process by: -Paying creditors by direct debit -Including unlisted orders in the monthly accounts (iii) PRG supports the re-examination of the format of purchase orders, payment requests and any other official forms to ensure that they are comprehensible to all users. (iv) The PRG supports the examination of the current bank accounts system to provide online access on a view only basis. (v) The PRG endorses the recommendation to allocate members of the accounts Department direct responsibility for particular Faculties and Departments to liaise directly each month as the monthly accounts are completed. (vi) The PRG envisages some of the technical improvements taking place through enhanced IT support.	(i) A job profile is to be drawn up by Helen Fegan for agreement with the Human Resources Manager and the Registrar. (ii). The Department introduced payment to Creditors by direct debit with effect from August 2005 and unlisted orders for the monthly accounts from October 2005. This has made the process more efficient but not speedier. (iii) Neasa Travers and Leoné Swan to review the format of existing forms. (iv) Online access on a read only basis available to all members of the Department October 2005. (v) The Department is examining how this will work in practice and will select one Faculty and one Department on a test basis during Term 1 to assess its success both for the Department and for the relevant academic area. (vi) The Department is satisfied that current programmes and equipment within the accounts Department meet all of the requirements for the foreseeable future except for the Opera version 1 program which needs upgrading to Opera 2. Cost approximately €9,000.	(i) Helen Fegan (ii) Helen Fegan/ Neasa Travers/ Leoné Swan (iii) Neasa Travers / Leoné Swan (iv) Helen Fegan (v) All Staff (vi) All Staff	(i) March 2006 (ii) October 2005 (iii) December 2005 (iv) October 2005 (v) January 2006 (vi) May 2006	(i) In progress (ii) Implemented (iii) In progress (iv) Completed October 2005. (v) In progress (vi) In progress. (vi) Under review	(i) Will need approval of An Bord. (ii) New system approved. (iii) Not applicable. (iv) Approval agreed by An Bord. (v) Not applicable. (vi) None yet
2. The PRG recommends that a member of the Registrar's area should attend faculty board meetings with observer status.	The Department would consider the value of attendance at Faculty Board meetings but it is doubtful of the benefits that might arise. Instead minutes of the meetings might be more useful, perhaps on the Intranet.	Ken Langan	December 2005	Contact has been made with Heads regarding the circulation of minutes.	None

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3. OVERALL RECOMMENDATIONS IN ATTENDANTS AREA

Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
1. The PRG supports a discussion relating to CC TV with the involvement of attendants on future security plans	In principle the attendants support being involved in discussion relating to development of CCTV subject to agreement of Section Committee of SIPTU. To start this process the College should issue a request for discussions with SIPTU.	Registrar/ Human Resources Manager	May 2006	Request with HR Manager to take up with SIPTU	None at this stage
2. It is considered that the attendants should have access to information via email and intranet.	(ii) See Section 3 in overall recommendations in Registrar's Area.	Registrar	Term 1 2005/2006	In progress	None
3. The PRG suggested that the Attendants should have observer membership at faculty board meeting to provide for two-way communication.	(iii) Whilst the attendants are doubtful of the value of this recommendation it has been decided that the Head Attendant, for a trial period of 12 months, will attend Faculty Board meetings and will report back to the attendants. Some attendants do not support the recommendation and suggest instead that Minutes of Faculty Board Meetings be circulated to the Head Attendant.	Registrar and Heads of Faculty	Commencing Term 2 2005/2006	Letter to Director re proposal December 2005	None
4. The PRG endorsed the recommendation that Attendants use name badges and also that all members of staff dealing with the public should use name badges.	The attendants considered this a good idea and recommended that only the attendant's first name is used and that the badge is a well-designed badge. It is felt that such badges should also be used by those dealing with the public such as Reception and Library staff.	Registrar	Term 2 2006		None

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Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
5. The cohort of attendants should be considered in the context of additional opening on Saturdays and the potential of Sunday opening at certain times of the year.	Considerable discussion took place in relation to the appropriate cohort with opinions divided between the existing cohort of 13 and an addition of one person. Much will depend on the extent of Saturday opening negotiations which are in progress at present but it was noted that the continuous opening of John Street West is causing some pressures. Consideration might be given to allowing recently retired attendants be on call for over-time for a two year period following retirement.	Registrar/ Head Attendant	June 2006	Will be continually reviewed 2005/2006	None at this point.

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4. OVERALL RECOMMENDATIONS IN REGISTRY AREA

Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
1. The PRG agrees that the title of Registry should be changed to "Central Office for Admissions and Student Services", which will be more reflective of the work undertaken by the office.	The Department accepts the recommendation on name change but would prefer the title "Central Office for Student Services and Admissions" - COSSA.	Ken Langan and Cecily Grant	May 2006	Implementation Term 2 2005/2006	Not applicable
2. The PRG is of the view that the removal of Reception from the Registry will both provide a more confidential atmosphere and that it will remove responsibility of opening post in the public area.	(i) The Department accepts this recommendation but for the foreseeable future will be unable to implement it because of space restrictions elsewhere in the College. (ii) The department is concerned on arrangement for opening of post and has a proposal to improve efficiency and security of this.	Ken Langan	(i) 2006/2007 at the earliest. (ii) Separately a proposal is being made to the Director regarding post opening procedures.	(i) A committee comprising the Head Attendant, Dorothy Maher/ Marie Howarth and Berna Scanlan to consider the options	None at present.
3. The PRG recommends that users of Quercus+ should research the value of upgrading to Quercus2 and does not feel that a consultant should be required. It also recommends further training of staff to facilitate the use of Quercus and extend its usability.	The Department has accepted this recommendation and sought approval from An Bord to proceed to acquire Quercus2	Registrar	November 2005	Implemented November 2005.	An Bord approved the acquisition of Quercus2 in the summer of 2005

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4. OVERALL RECOMMENDATIONS IN REGISTRY AREA

Recommendations in Peer Review Group Report	Department Action to recommendation	Responsibility	Time-frame	Status	Issues for Decision by An Bord
4. The PRG supports the continued mini-meetings, which have been both useful and effective.	These meetings will continue each week throughout the academic year and regularly during the summer periods	Cecily Grant	Ongoing	In practice	Not applicable
5. The PRG agree with online student notice boards and the utilisation of the website as a student portal. However it feels the concept of air terminal is too far down the line.	Once Quercus2 is implemented the full extent of the services available on it will be considered with a view to implementing this recommendation.	Registrar	Academic year 2005/2006	Querus2 implemented 2005	Not applicable
6. The Registry should consider the implications of the Diploma Supplement and ensure staff resources and training, and implications for the student record system are planned for.	It is a requirement that the Diploma Supplement will be given to all graduating students in 2005 and this is under review.	Registrar	Term 1 2005/2006	Quercus2 implemented in November 2005. This will allow preparation of Diploma Supplement. Completion date now January 2006	None