

## QUALITY REVIEW FOLLOW-UP REPORT

### OFFICE OF MEDIA & COMMUNICATIONS

#### **Introduction**

A meeting to discuss progress made in implementing recommendations for improvement arising from the review of the Office of Media and Communications was held on 23 October 2007.

Present: Mr Michael O'Sullivan, Vice-President for Planning, Communications and Development  
 Mr Dick Hogan, Acting Director, Office of Marketing and Communications  
 Dr Norma Ryan, Director, Quality Promotion Unit  
 Ms Deirdre O'Brien, Administrator, Quality Promotion Unit

#### **Abbreviations**

*PRG: Peer Review Group*

*VP: Vice-President*

*QPC: Quality Promotion Committee*

*QIP: Quality Improvement Plan*

*HR: Human Resources*

*M&C: Marketing & Communications/Media & Communications*

*QR: Quality Review*

*AC: Academic Council*

*RAM: Resource Allocation Model*

<b>Recommendation of PRG</b>	<b>Recommendation of QPC</b>	<b>Follow-up Report Oct 07</b>
A clear definition of marketing and promotional activity for M&C and for Admissions, International Education Office and other departments is made. In the view of the PRG this would assist in maximizing the effectiveness of all units.	Endorsed.	Not implemented  'Marketing and Communications' have now changed their title to 'Media and Communications' in order to accurately reflect the functions of the unit.
A clear strategic plan is put in place to facilitate the development and future direction of the unit.	Endorsed.  The QPC noted that the strategic plan for the Unit should be based on the objectives indicated in the Strategic Plan for the University.	Implemented and ongoing  A Strategic Plan has been developed but will be reviewed once the full implementation of University restructuring has taken place.
A statement of services offered is published by M&C. This would be helpful to other colleagues and potential users of the services of the unit.	Endorsed.	In progress  A member of staff is currently drawing up a statement of services and will visit every department in the University during this academic year in order to ensure that departments are fully aware of the services that Media and Communications provide.
An operational plan be developed in order to make explicit the future direction of M&C with specific reference to resourcing.	Endorsed.	Implemented

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<p>M&amp;C's role would be strengthened by a policy-based mandate and re-enforced by publicising activities through annual reports to Academic Council.</p>	<p>Endorsed.</p> <p>The QPC endorsed the recommendation of the PRG that the unit adopt a '1+3 strategy' in determining the future organisational set of responsibilities.</p> <p>The QPC also endorsed the comment on reporting to University bodies and Committees, including the Governing Body and Academic Council. The QPC noted that the Academic Board is at present reviewing the committees of AC. The QPC also noted the department's response to this recommendation, particularly the fact that a reporting structure is already in place (though it has never been implemented) through the External Affairs sub-committee reporting to Academic Council</p> <p>The QPC recommended that an oversight committee for the unit be established and requested that the Director of the Unit bring forward a proposal for the establishment, membership and terms of reference for such a committee, bearing in mind the '1+3 strategy' referred to above.</p>	<p>Not implemented</p> <p>M&amp;C believe that this recommendation can only be implemented once the new University structures are clarified. M&amp;C undertook to implement this recommendation once restructuring is finalised.</p>
<p>The budget for the unit should move to be needs-based rather than historic. Individual functions should contribute to the formulation of a realistic budget to facilitate analysis of spending patterns. The tracking of total marketing expenditure across UCC would be useful additional information and should be carried out.</p>	<p>Endorsed.</p> <p>The QPC noted that the planned introduction of the RAM will make transparent the funding basis of all units and departments in the University.</p>	<p>Not implemented</p> <p>The new Financial Management System should address the issue of tracking.</p>

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Consideration be given to the task-based organisation of the unit in recognition of the fact that some M&C functions are highly dependent on one individual rather than on the team.	Endorsed.  The QPC noted the benefits of shared expertise to all and recommended strongly that Standard Operating Procedures for activities of the Unit be developed and written down. This would help minimise the risk of the absence of a staff member due to unforeseen circumstances.	M&C have considered this recommendation. Each staff member has particular responsibilities specific to him/her. However there is a sharing of expertise and each member of the team fills in for any of the other members as needs require. A Standard Operating Procedure manual has not yet been developed.
A secretary/administrator be appointed with responsibility for the coordination of M&C. This and would free up other staff members to do other tasks and would also relieve current pressure on telephone answering.	Noted.  The QPC commented that such an appointment would need to be made in the overall context of the new University structures.	Implemented
Staff accommodation be recognised as inadequate for purpose and consideration be given to provision of alternative accommodation.	Noted.  The QPC suggested that if the unit is desirous of acquiring additional accommodation then the unit should bring forward a proposal to the Space Subcommittee of the Buildings Committee.	Ongoing  Alternative accommodation has not been found but the office has been redecorated. The situation is still not ideal but will suffice in the short term.
Consideration be given to the provision of collateral marketing materials which would be helpful to colleagues holding/attending events – e.g., display stands, folders and ‘UCC at a glance’ type publication.	Endorsed.	Implemented
M&C be particularly sensitive and proactive in its own communications, in view of its central role.	Endorsed.	Ongoing
Protocols for events, including VIP invitations, should be prepared and made available to all departments in College.	Endorsed.	Partially implemented  These will be circulated to all Departments, when completed.
Consideration be given to the development of a marketing and communication tool-kit which can be customised to specific users’ needs for the benefit of academic departments.	Endorsed.	In progress  A member of staff is currently drawing up a statement of services.

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The website be further developed needs to reflect the changing structures of College. Deeper consultation should be undertaken to develop style for the next level down – e.g. individual departments/function.	Endorsed.  The QPC noted the importance of web sites generally, including departmental ones and recommended that this be considered on all possible occasions.	Ongoing  The website is under continuous review.
Recognising that their views will change with greater familiarity, an attempt should be made to survey student opinion from time to time on the content and navigation of the website. Particular attention should be paid to information for ‘current students’ and the quality of the search engine.	Endorsed.  The QPC noted that a significant amount of consultation with students had taken place. The QPC endorsed the recommendation that such consultation with the student body should be ongoing.	Ongoing  The unit aims to work with students on this issue.
A greater awareness of the use of Irish may be required by M&C.	Endorsed.	Implemented and ongoing  Two members of staff are taking an Irish course.
A more formalised liaison between the Office of Marketing & Communications and the Development Office for the purpose of the enhancement of the overall marketing of UCC and building on the cooperation between the Alumni Office and publications be put in place.	Noted.	Ongoing  M&C will continue to develop the close ties they feel that already exist between themselves and the Development Office.
M&C consider securing greater availability of university photographic services.	Recommendation noted.  The QPC also noted that members of the Student UCC Photography Society may provide some assistance from time to time.	Implemented and on-going.  It was noted that the unit regards this as an issue for the University as a whole and that there is a need for university photographic services which cannot be met by existing provision, even of the Unit were to have exclusive use of the professional photography services on campus. A balance between outsourcing photographic services and supplying services in-house is maintained, with the priority being to meet needs.