NUI Galway
OÉ Gaillimh

Policies and Procedures

Code: QA007
Title: **Operational Plans – Academic Units**
Date: 27/10/2020
Approval: Academic Council

1.0 Purpose
Guidelines on (1) the development and reporting of 'Operational Plans' in the new academic year and (2) reporting on 'Performance and Quality Enhancements' achieved during the past year.

2.0 Description
Units (Schools, Colleges, etc.) are requested to develop, implement and report on annual **Operational Plans** and on completed **Performance and Quality Enhancements**.

2.1 Operational Plans
Operational Planning is a method for identifying actions that can enhance performance and quality in line with the University's overall Strategic Plan and the needs of various stakeholders, including outstanding actions arising from School Quality Reviews and IRRP Action Plans. Operational Plans should be kept short and concise and can be based around key lists – **indicators** and **actions**. A third element may also be used – **goals**.

        Indicators (a.k.a. measures, metrics, etc.) are quantifiable measures of performance. The target numbers for each Indicator should be credible and realistic but also where relevant, ambitious. Indicators can include measurements from the past, and targets for the future.

        Actions (a.k.a. initiatives, projects, ideas, etc.) are short-term ideas and projects that may enhance performance and quality and that can be completed within the academic year but sometimes over a two or three year period. Actions typically consume resources – time and/or money.

        Goals (a.k.a. objectives, strategies, etc.) are medium to long term objectives or statements for change that will be completed within a two or three year period. They can be summarised into key words such as Research, Teaching, Processes and Organisation indicating proposed changes to these areas.

2.2 Performance and Quality Enhancements
Performance and quality enhancements are a list of completed actions that have or will soon deliver quantifiable improvements in performance and quality.

2.3 School Quality Reviews and IRRP Action Plans
Significant, outstanding actions from School Quality Reviews and IRRP Action Plans, or recommendations arising from any other relevant reviews or reports should be included and will be monitored annually in School Operational Plans.

2.4 Methodology
The Registrar, Secretary for Governance & Academic Affairs and Deans will engage with Heads of Units, regarding development and implementation of Operational Plans. Heads of Units will then engage with all colleagues in agreeing key actions and indicators of performance. Deans and Heads of Units will review progress at regular intervals. Each year the Unit is asked to report on its Operational Plan for the next year and also report on performance and quality enhancements achieved in the previous year.

3.0 Responsibilities

Name	Responsibility
The Registrar	Policy Owner
Major Units (Schools, Colleges, Institutes)	Development and implementation of Operational Plans. Discussion of progress at key meetings.
Registrar, Secretary for Governance & Academic Affairs and	Oversight of Operational Plans and their alignment with overall University strategy and stakeholder needs.

Deans	

4.0 Attachments

Operational Plan – Sample

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Operational Plan – Sample
Schools can develop their own tables/reports based on their needs but are encouraged to keep tables concise and easy to communicate.

Performance Indicators:

Goal	Indicator	Current Value	Target Value
Research	Total publications/Academic Staff FTE ratio		
Research	Total indexed publications/Academic Staff FTE ratio		
Research	Total citations/Academic Staff FTE ratio		
Research	Citation Impact		
Research	Research income/Academic Staff FTE ratio		
Research	Registered PhD's/Academic Staff FTE ratio		
Research	PhD 4 year completion rate (%)		
Teaching	Student FTE/Academic FTE Ratio		
Teaching	Total international students/Total students ratio		
Teaching	Non-traditional students/Total students ratio		
Teaching	Total Retention (%)		
Teaching	Student Evaluation Completions (%)		
Teaching	Median CAO points		
Teaching	Overall undergraduate student satisfaction score		
Community	List of events and initiatives organised by the School		

Actions (New Year):

Goals	Actions	Responsible	Performance Improvement
Research	Graduate Training Programme		
Research	Institute and School integration initiative		
Research	Staffing Plan		
Research	Research Proposals Workshop		
Research	Develop Graduate School		
Research	College research day and industry involvement		
Teaching	High performance laptop programme		
Teaching	Programme Curriculum Review		
Teaching	Open Days and Special Events		
Teaching	School Visit Programme		
Teaching	New Masters Programme		
Teaching	Compulsory teaching evauation process		
Teaching	Benchmarking report on teaching practice		
Processes	Workload Model Developments		
Processes	RGAM model initiative		
Processes	Paperless Office initiative		
Processes	Civic engagement initiative		
Processes	Irish Language Initiative		
Processes	New Lab Initiative		
Organization	Annual away day for Strategy & Actions		
Organization	Student attendance initiatives		
Organization	Staff mentoring programmes		
Organization	Industry advisory boards review		

Successful Enhancements (Last Year):

Goals	Actions	Performance Improvement
Teaching		
Teaching		
Teaching		
Research		
Research		
Research		
Processes		
Processes		
Processes		
Organisation		
Organisation		
Organisation		

Outstanding actions from School Reviews and IRRP Action Plans

Review/Report	Actions	Responsible	Performance Improvement
School Quality Review			
School Quality Review			
School Quality Review			
School Quality Review			
IRRP			
IRRP			
IRRP			
IRRP			
Other			
Other			
Other			