

**EUA IEP Evaluation Report Recommendations - Implementation Plan (March, 2016)**

Theme	Number	Recommendations	Actions	Responsible	Progress	Date for Completion
<b>1. Governance and Institutional Decision Making</b>	1	Remove the uncertainty in strategic direction, systematically preparing in advance for the acceptance of the TU proposal.		President	Stage 1 submission accepted by the Minister for Education and Skills on the recommendation of the HEA.	March, 2016
	2	Establish a contingency plan should unresolvable difficulties emerge in path to TU status	A Five Year Plan aimed at bringing the Institution back to balance by 2018 and to surplus by 2020 focused on capacity building and the long-term performance of the Institution is being developed.	President	Progress is constantly kept under review and plans are altered in response to the landscape environment.	Ongoing
	3	Establish formal mechanisms and procedures for developing strategic and operational plans at the academic unit level	Heads of Academic Units and Heads of Function to develop unit level plans aligned to the Strategic Plan 2017-2020	Heads of Academic Units & Heads of Function	Process will commence once Strategic Plan approved in Q4 2016	December, 2016
	4	Improve communications related to decision making process both horizontally and vertically.	Greater use of online communication tools. Managers to communicate more frequently with their staff.	Middle and Senior Management Team	President has communicated extensively on strategic issues since his arrival.	Ongoing
	5	Consider setting aside part of reserves to invest in future developments in addition to the major planned activities relating to land and capital infrastructure investment	Annual and 5-year budget will prioritise developments in this area	President / SFC	Priority is to return the Institute to a financially viable position.	Q4, 2018
<b>2. Teaching and Learning</b>	6	Consider appointing a Vice President for Learning and Teaching.	Advert drafted and due for publication in April 2016.	President	Post will be advertised in Q2, 2016	Q4, 2016
	7	Develop a staff appraisal scheme suitable for the GMIT context.	Review of staff development planned and where responsibility resides in the Institute	VP for Learning & Teaching	(a) President has scheduled staff appraisals with the Senior Management Team. (b) PMDS responsibility of VP for L&T	(a) Q2, 2016 (b) Q1, 2017
	8	The institute should consider, inter alia:				
	8 (a)	(a) using innovative ways to reduce heavy teaching loads (e.g. blended learning, increased weight for teaching on level 9 courses)	(a) Review current E-Learning policy (b) Appoint a VP for L&T	VP for L&T	Online Educational Resources (OERs) developed for a number of modules, including the LIS module.	Q4, 2016
	8 (b)	(b) enhance the provision of interdisciplinary programmes	Part of the Academic Planning Process	VPAAR / Heads of Academic Units	Some progress between Science and Engineering, and between CCAM, Engineering and Letterfrack.	Ongoing
	8 ©	(c) increase the offering of level 9 taught programmes taking into account labour market needs	Part of the Academic Planning Process	VPAAR / Heads of Academic Units	L9 programmes planned in Business, CCAM, Science, Engineering and Humanities. DA for Research programmes at L9 from QQI.	Ongoing
<b>3. Research</b>	9	Realistically update research strategy	Develop research strategy as part of the current Strategic planning process	VP for R&I	Planning and consultation underway	December, 2016
	10	Take the necessary measures to efficiently implement research strategy	Develop implementation plan aligned to the research strategy	VP for R&I	Will be developed following approval of the research strategy	December, 2016
<b>4. Service to Society</b>	11	Continue with and enhance the Green Flag campus policy	Maintain Green Flag status at Castlebar and Letterfrack campuses	Head of Centre at Mayo and Letterfrack campus	Work ongoing on making an application for Green Flag for the Galway campus	Ongoing
	12	Build upon the successful examples of community engagement at the Mayo and Letterfrack campuses.	Incorporate Community Engagement Initiative framework into new Strategic Plan	Head of CTA	Civic Engagement available as a module to all students. Volunteering module under development.	Ongoing
	13	Institutionalise stakeholder involvement in strategic planning.	Internal consultation commenced in January 2016. An open portal was also made available. Further internal consultation will take place at School and Departmental level in Q 2 and Q3 2016. External consultation to follow.	President	Consultation with 15 internal stakeholder groups took place in January 2015. Over 400 staff attended these sessions.	December, 2016
	14	Articulate a community engagement strategy.	Incorporate Community Engagement Initiative framework into new Strategic Plan	Head of CTA	Part of the Strategic Planning process	December, 2016
<b>5. Quality Culture</b>	15	Close the feedback loop, particularly with students.	Review possibility of incorporating QA3 as a local module of ISSE	VPAAR / Heads of Academic Units	Assistant Registrar on National cte to explore local ISSE modules	Q2, 2018
	16	Increase sharing of feedback amongst staff.	Annual roadshow on QA updates delivered to all staff	VPAAR / Assistant Registrar	Scheduled for early June	Q2, 2016
	17	Strategic planning with regards to staff development should be informed by evidence from the quality assurance processes.	Reflection and critical analysis of the AIQR, together with feedback from the QA roadshows and the PMDS will inform a strategic approach to staff development.	VPAAR / Assistant Registrar	First AIQR scheduled to be submitted to QQI in Q2, 2016.	Q2, 2016
	18	Extend quality assurance to all institutional activities	Implement recommendations in this plan. Develop and implement strategic and operational plans for all units.	President / Heads of AUs & Heads of Function	QA of the core business is up-to-date.	Align to the duration of the new Strategic Plan

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	19	Accelerate progress from quality assurance to quality enhancement.	The SER for the EUA IEP had an enhancement focus. The AIQR and strategic dialogue with the QQI will have an enhancement focus as will annual reports from programme boards.	VPAAR	Template for AIQR agreed with QQI. Report to be submitted by June 2016.	Q2, 2016
	20	Consider the use of quality champions within each academic unit (e.g. best practice in assessment)	CED in place to support academic champions to share best practice	VPAAR	Communities of practice building around national Forum themes of Transitions and Assessment. Champions per academic unit not yet considered.	Ongoing
<b>6. Internationalisation</b>	21	Develop an internationalisation strategy that permeates all institutional activity.	International strategy will be developed as part of new Strategic Plan	VP for International Affairs	Part of the Strategic Planning process	December, 2016
	22	Prepare a detailed action plan to complement the strategy.	Develop implementation plan aligned to the International strategy	VP for International Affairs	Will be developed following approval of the International strategy	December, 2016
	23	Enhance staffing in the International Office	A new 'International Engagement Office' (IEO) will provide a structure and support for Internationalisation.	VP for International Affairs	Links Office and International Office merged. Executive Board Member designated with Responsibility. An International Engagement Manager to be recruited.	March/April 2016
	24	Look into best practice at other institutions (e.g. self-funding models, summer schools, etc.)	Benchmarking of International activity.	VP for International Affairs	VP International has met with AIT, NUIG, IT Sligo and LYIT International Offices. A number of significant high-level MOUs have been put in place with International partners.	March 2016 and Ongoing.
	25	Enhance staff mobility	A new 'International Engagement Office' (IEO) will provide a structure and support for Internationalisation.	VP for International Affairs	GMIT plans to support new staff undertaking mobility and reduce repeat mobility. GMIT plans to expand its non-EU activities in selected key markets, working collaboratively with institutions in the region, IOTI, partner institutions overseas and Enterprise Ireland. A New International Strategy is being developed.	December, 2016
	26	Treat internationalisation as an investment rather than a cost element.		SFC		