University College Dublin

Strategy 2020-2024

**Administrative Units**

**Planning Template**

February 2021



## 

# Introduction

This document sets out a template to assist administrative units in identifying their key strategic and operational goals. This work should be completed in conjunction with and as an integral part of the budgetary and enrolment planning process.

This document should be completed in brief form only. It is strongly recommended that the completed template should be no more than 5 pages in length. Only key items should be outlined.

It is important that this process is clearly based on the priorities set out in the UCD Strategic Plan 2020-2024 ‘Rising to the Future’ with appropriate contextualisation for the circumstances and opportunities relevant to each Unit. In particular, plans should be set in the context of UCD’s four Strategic Themes:

* Creating a Sustainable Global Society;
* Transforming through Digital Technology;
* Building a Healthy World;
* Empowering Humanity.

Please also note that each Unit has been provided with a copy of the Key Performance Indicators (KPIs) at University level. Targets for KPIs at University level are also supplied.

UCD is determined to ensure that the planning process is fully integrated with the budgeting and enrolment planning and IT planning processes. A schedule of key dates linking budgetary planning, enrolment planning, IT planning and strategic planning is included as part of the planning website.

Please clearly note that it is critical to the success of this process and to the achievement of the UCD Strategic Plan that Administrative Units set out clearly the areas in which they intend to invest (people, facilities, programmes etc.).

It is intended that each Unit will complete this review document and it is then planned that each Vice-President/Director of HR will the present a summary of his/her Units to President and UMT.

The Finance Office and the Strategic Planning Office will be available to support this process

Units should begin work to complete the relevant sections of this template as soon as possible. Drafts of the completed templates should be uploaded to the UCD Planning Website. Deadlines for draft and final plans are set out in the ‘Milestones’ section of the website

The past year has been very challenging for all of our community at UCD. As we start to emerge from the worst crises to impact our university in more than a generation, it is important that we begin to plan for our future in a post Covid-19 environment. The difficulties and uncertainties of this planning process are fully recognised, but effective planning for our schools and units will be critical in quickly getting ourselves back ‘on track’, in reassessing our opportunities and in charting our path forward over the next period.

I wish you well in this review exercise and look forward to receiving your outputs in due course.

Professor Andrew J Deeks  
President  
University College Dublin

# Key Items of Progress and Key Issues (Sample bullet points are included to assist)

**Key Deliverables**

#### Delivered in the past 12 months

* Xxx
* Yyy
* Zzz

#### Planned for 2020-2024

* Xxx
* Yyy
* Zzzz

#### Planned for 2021/22

* Xxx
* Yyy

**Resources**

#### Delivered in the past 12 months

* Xxx
* Yyy
* Zzz

#### Planned for 2020-2024

* Xxx
* Yyy
* Zzzz

#### Planned for 2021/22

* Xxx
* Yyy

**Finance**

#### Delivered in the past 12 months

* Xxx
* Yyy
* Zzz

#### Planned for 2020-2024

* Xxx
* Yyy
* Zzzz

#### Planned for 2021/22

* Xxx
* Yyy

**Human Resources**

#### Delivered in the past 12 months

* Xxx
* Yyy
* Zzz

#### Planned for 2020-2024

* Xxx
* Yyy
* Zzzz

#### Planned for 2021/22

* Xxx
* Yyy

***With reference to your submitted and approved staffing plan\* please comment on any significant variations, including but not limited to:***

* Any anticipated delays in filling posts and what steps are being taken to address the matter;
* Turnover that will occur during the year (leavers, what analysis, impact and what would you do differently)
* Expected CID occurrences
* Utilisation of hourly paid staff

\* The Staff Target and Actual can be found in InfoHub/HR/Employee Planning Dashboards/Employee Planning Dashboard by School-Unit

**Quality Assurance Processes**

* Where your unit has had a Quality Assurance Review which has taken place after 1st January 2020, please set out the steps you intend to take to implement the recommendations of the review. It is fully recognised that there will be very few schools/units for whom this section is applicable in 2020. However, it is intended to integrate the Quality Assurance process into the annual planning process in a systematic manner and this section will become more relevant for schools and units over the coming years.

**Performance Against KPIs**

* Please review the KPI targets (where relevant) for your Unit and comment where there is any significant deviation (over or under) from target.

**Risk Management**

* Where your Unit has completed a Risk Register, please attach the latest copy of your risk register to this plan. Where your Unit has not completed a risk register, please set out (in bullet point format) the top 5 risks facing your Unit and what actions are you taking to control/manage each risk.

# Appendix – Financial Summary

A summary of your financial plan is to be included here. Your Finance Manager will assit you in the preparation of this document.