

A Case Study on Annual Planning, Review and Reporting Cycle

A tertiary education institution has put in place a systematic and dynamic Annual Planning, Review and Reporting process to assure performance review against targets, reflection, continuous improvements and strategic development across different units and at various levels of the institution.

Purpose

The purpose and objective of this good practice is to review performance against defined targets and to ensure alignment of performance of Schools/ Departments / Offices as well as Programmes/ Committees with the overall direction and strategic goals of the Institution. Annual reports are required to be submitted to either the Academic Board or Senior Management Committee on progress review of the past year and development plan of the next year.

Background of this good practice

The tertiary education institution has devised a Five-Year Strategic Plan, upon which the institution has also mapped out an Academic Development Plan, which sets out the directions for programme development, enhancement of teaching and learning quality, research performance and student development. Each School has its own School Academic Development Plan, which guides the School's academic development and growth, in line with the institution's overall directions and strategies for growth.

For the purpose of ensuring transparency, accountability, quality assurance and alignment of the work of individual units with the overall direction and strategic planning of the Institution, the institution introduced/ enhanced the Annual Planning, Review and Reporting Cycle of Schools/ Departments/ Offices as well as Programmes and Committees in 2012/13 and 2015/16.

The idea of implementing this cycle for administrative units was initially discussed at the Vice-President (Organisational Development)'s weekly Breakfast Meetings to gauge Heads' opinions and collected their comments in 2012/13. Proposed annual Planning, Review and Reporting Cycle for Administrative Units was approved by the Senior Management Committee (SMC) in June 2013.

In addition to the requirement for Programmes to submit their annual reports to the Academic Board (AB) since 2011/12, the Vice-President (Academic and Research) conducted a review of the annual review and reporting process of

Schools/ Departments in 2015/16. Proposed Annual Review and Reporting Process for Schools/ Departments/ Programmes was approved by AB in June 2016.

Implementation

The process on implementing this practice is as follows:

- Every year, around the months of June to July, each programme and department is invited to prepare an annual report on the progress review of the past year for submission to the Programme Committee, Department Board and School Board for review, discussion and approval. Around the months of September to November, each Dean is invited to consolidate the annual report of programmes and departments under his/her School and present the work to AB, with the relevant Key Profile Indicators included, where appropriate, to assess performance, reflect on difficulties and challenges and plans for the next year(s).
- Similarly, every year, around the months of September to November, each Head of Office is invited to present the work of his/her Office to SMC, with the inclusion of appropriate Key Profile Indicators, to assess performance, reflect on difficulties/ challenges and plans for the next year(s).
- Standing Committees under AB and SMC are required to submit their annual reports, review and plans to AB and SMC in September/ October every year.

Timeframe

The timeframe of implementing this practice is:

- From September to August of the following year.

Outcomes

The institution considered that the Annual Planning, Review and Reporting Cycle is an important quality assurance tool to ensure timely review and planning of Schools/ Departments/ Offices, Programmes and Committees, for the purpose of continuous improvements and development, taking into consideration comments and feedback from various stakeholders, changing circumstances and emerging new developments.

Review and Continuous Improvements

The mechanism for the review and continuous improvements of this practice is as follows:

- The outcomes of the annual planning, review and reporting cycle are constantly reviewed at the AB and SMC when the annual reports from Schools/ Departments/ Offices, Programmes and Committees are presented for discussion at the AB/SMC.
- Feedback and suggestions received from the Programme Committee, Department Board, School Board, AB and SMC are used by the Schools/ Departments/ Offices, Programmes and Committees for further improvement of their plans for next year's development.

Resources

Support and co-operation of Schools/ Departments/ Offices, Programmes and Committees is of vital importance.

Acknowledgement

The case is contributed by the Vice-President (Academic & Research)'s Office / Vice-President (Organisational Development)'s Office of the Hang Seng University of Hong Kong. For additional information, please contact contact@hsu.edu.hk.