St Mary's University College Belfast
A College of Queen's University

COLLEGE

OPERATIONAL PLAN

2016/17

Contents

1. Introduction 3

2. Key Performance Areas 4

3. Performance Management Report (March 2016)..... 6

4. Plan of Action 7

4.1 Institutional Sustainability 8
4.2 Academic Profile and Positioning 9
4.3 The Student Experience 11
4.4 Relationships 14
4.5 Financial Health 16
4.6 Estates and Infrastructure 18
4.7 Human Resources 20
4.8 Governance 22
4.9 College Developments 24

1. Introduction

The College Operational Plan for 2016-17 outlines the high-level actions which will be taken to advance the institution's mission, its seven strategic priorities and the main themes of *Strategy 21*. A successful Operational Plan requires high levels of performance and a commitment to on-going institutional improvement and development. The plan sets out each action with reference to the person (or persons) responsible for it, the completion date and the reporting procedure. The actions are categorised into key performance areas, as recommended by HEFCE, which have been customised to the particular context of the College as a small and specialist institution in Northern Ireland.

Mission Statement

Our purpose is to make a distinctive contribution of service and excellence, in the Catholic tradition, to higher education in Northern Ireland.

St Mary's is an academic community committed to the search for meaning and value in the intellectual life, to academic excellence and to individual attention for students.

We work for the development of the whole person in a Christian, values-sensitive environment in preparation for a lifetime of learning, leadership and service.

We want the College to be a religious, educational, cultural and social resource for the local community and to show concern for the poor and powerless.

We provide degree programmes in teacher education – with the option to learn through Irish as well as English – and in Liberal Arts.

We offer our students high-quality teaching and high levels of support to foster effective learning.

We aim to reduce traditional obstacles that prevent access to higher education, and to enable participation from a broad spectrum of society.

We support economic regeneration and social development initiatives which facilitate peace building and the resolution of conflict.

We are committed to a rich international dimension in College life.

To further our mission, we work with a wide range of partners and seek to build fruitful and enduring relationships.

Strategic Priorities

The College has seven strategic priorities and they are described in the Institutional Plan, *Strategy 21 (2011-2016)*.

1. Mission Effectiveness
2. Sustainability
3. Academic Quality
4. The Student Experience
5. Admissions, Access and Participation
6. Staff in the Community
7. Partnerships

Strategy 21 also sets out three themes which should be advanced in building a sustainable future for the College:

1. Securing the core business of St Mary's University College.

2. Enabling high-performing and efficient operations.

3. Developing income generation opportunities.

Corporate Risks

There are four risks on the Corporate Risk Register as set out below:

1. Government departments incrementally reduce annual student allocations below financial viability threshold. **(Student allocations)**

2. Failure to maintain the capacity and capabilities required to sustain and develop the academic provision. **(Capacity and capability)**

3. Changes in Government funding resulting in significant financial deficits in the medium term. **(Government funding)**

4. Government does not support the College and its academic provision undermining long-term viability. **(Government support)**

2. Key Performance Areas

The high-level actions are set out within the framework of nine Key Performance Areas. These are recommended by HEFCE and have been customised to the particular context of the College as a small and specialist institution in Northern Ireland.

The nine KPIs are:

1. Institutional Sustainability
2. Academic Profile and Positioning
3. The Student Experience
4. Relationships
5. Financial Health
6. Estates and Infrastructure
7. Human Resources
8. Governance
9. College Developments

Current Status Assessment

Using a traffic light system and the definitions set out below in Table 1, each of the nine performance areas has a colour coded self-assessment. This is based on the most recent Performance Management Report which was provided to the Board of Governors in March 2016.

Table 1. Traffic Light Definitions

Green	Good: this is on track, low risk.
Amber-Green	Satisfactory: this is broadly on track with some concerns which need to be addressed.
Amber	Mixed: Some significant concerns which could be damaging if not addressed, medium risk.
Red	Problematic: serious concerns threaten this area, high risk to the institution's overall performance.

3. Performance Management Report (March 2016)

Assessment of High-level Indicators

Key Performance Areas

1	Institutional Sustainability	
2	Academic Profile and Positioning	
3	The Student Experience	
4	Relationships	
5	Financial Health	
6	Estates and Infrastructure	
7	Human Resources	
8	Governance	
9	College Developments	

4. Plan of Action

The Plan has been prepared in a similar format to that used in 2015/16. As in previous years, the sections are arranged so as to reflect those used in the Performance Management Report; the performance assessment framework (Green, Green-Amber, Amber and Red) has been included and related KPIs are noted. The intention is that only institutionally significant matters should be included in the College Operational plan: i.e. those necessary for advancement of the mission and achievement of the key strategic or operational priorities; those related to *Strategy 21*; those that address key risks and those that provide assurance relating to compliance with specific Board responsibilities e.g. audit, health and safety or other legal requirements.

4.1 Institutional Sustainability

Priorities

4.1.1 Fulfil the College's mission to make a distinctive contribution of service and excellence, in the Catholic tradition, to higher education in Northern Ireland.

Action Required	Responsibility and Completion Date	Reporting procedure
1. Update *Strategy 21* for the period 2016-2020 to provide the College with an institutional plan for sustainability.	Principal / Director of Finance / Senior Tutors October 2016	SMT October 2016 Board of Governors October 2016
2. Report on the on-going implementation of *Strategy 21*: an Institutional Plan for Sustainability 2016-2020.	Principal / Director of Finance / Senior Tutor for Development On-going	SMT May 2016 Board of Governors June 2016
3. Meet with government ministers and officials as well as the relevant Assembly Committee Chairpersons to promote the interests of the College and also to demonstrate its contribution to the higher education sector and wider society.	Principal On-going	SMT February 2017
4. Liaise with political parties in the Northern Ireland Assembly and other stakeholders to seek support for the work of the College.	Principal On-going	SMT February 2017
5. Promote the ethos, identity and work of the College to demonstrate its contribution to the higher education sector and wider society.	Principal On-going	SMT March 2017

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• Mission Effectiveness • Sustainability	• Student allocations • Capacity and capabilities • Government funding • Government support	• Level of Undergraduate Applications • Level of financial surplus

4.2 Academic Profile and Positioning

Priorities

4.2.1 Participate in a review of the Memorandum of Understanding (MOU) with Queen's University.
4.2.2 Maintain the College's academic capacity and capabilities.
4.2.3 Promote high academic standards and have the appropriate level of quality assurance and enhancement.
4.2.4 Implement the revised operating model for quality assessment.

Action Required	Responsibility and Completion Date	Reporting procedures
6. Analyse student examination performance in 2015-2016.	Academic Secretary October 2016	Academic Council Board of Governors October 2016
7. Ensure that Course Teams carry out module reviews for all modules taught in 2015-16.	Academic Secretary October 2016	Learning and Teaching Committee October 2016
8. Scrutinise External Examiner Reports for 2015-16 and ensure responses are made and the necessary actions identified.	Academic Secretary / Principal / Professional Studies Coordinator October 2016	Academic Council November 2016
9. Monitor HESA Performance Indicators of academic quality at St Mary's.	Academic Secretary October 2016	Board of Governors December 2016 Academic Council November 2016
10. Complete the Annual Programme Review for 2015-16.	Programme Coordinators / Academic Secretary December 2016	Learning and Teaching Committee January 2017
11. Prepare for a review of the MOU with Queen's University Belfast.	Principal / Academic Secretary December 2016	SMT February 2017
12. Prepare an annual report on research activity.	Senior Tutor for Development / Research Officer October 2017	Academic Council November 2016 Board of Governors December 2016

13. Report on the implementation of the Thematic Operational Plans for the four academic programmes: • BEd • PGCE • Liberal Arts • Masters Level and Professional Studies	Programme Team Leaders Coordinator for Professional Studies June 2017	Principal June 2017
14. Prepare Thematic Operational Plans for the management of the four academic programmes: • BEd • PGCE • Liberal Arts • Masters Level and Professional Studies	Programme Team Leaders Coordinator of Professional Studies June 2017	Principal June 2017
15. Provide Queen's University Belfast with an annual Academic Plan and Admissions guidelines.	Principal / Academic Secretary & Academic Registrar March 2017	SMT February 2017
16. Ensure that the teacher educators of the College are well informed of the DE Strategy for Teacher Professional Learning.	Programme Leaders for BEd/PGCE/M-Level December 2016	Academic Council January 2017
17. Review policies and approaches in the BEd and PGCE for provision of literacy, numeracy, SEN and UICT.	Programme Leaders for BEd/PGCE September 2016	Academic Council October 2016
18. Liaise with Department of the Economy on implementation of the Revised Operating Model for Quality Assurance.	Principal / Academic Secretary/ Programme Leader BEd October 2016	Academic Council November 2016 Board of Governors December 2016
19. Conduct a medium-term review of the Learning and Teaching Strategy (2012-2017) to take account of the new Queen's Education Strategy (2016-2021).	Academic Secretary December 2016	Academic Council January 2017
20. Undertake a review of assessment in the ITE programmes.	Academic Secretary / Programme Team Leaders in BEd & PGCE	Principal November 2016

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• **Academic Quality** • **The Student Experience** • **Partnerships**	• **Capacity and capabilities** • **Student allocations**	• **HESA Performance Indicators**

4.3 The Student Experience

Priorities

4.3.1 Attract high-quality applicants to the College's academic programmes.
4.3.2 Provide students with an experience of higher education which reflects the ethos and mission of St Mary's, is academically challenging, personally fulfilling and which emphasizes employability.
4.3.3 Encourage relatively high rates of participation from under-represented groups in society.

Action Required	Responsibility and Completion Date	Reporting procedures
21. Arrange the annual induction programmes for new and continuing students.	Coordinator Student Support & Guidance September 2016	Academic Council October 2016
22. Monitor progression, completion and retention rates for students.	Academic Secretary September 2016	Academic Council Board of Governors October 2016
23. Report on the work of the College Careers and Employability Service.	Careers Officer On-going	Academic Council June 2017
24. Facilitate the operation of the National Student Survey of final year students at St Mary's.	Coordinator Student Support & Guidance January-April 2017	Academic Council April 2017
25. Report on the 2015-16 College Student Surveys.	Academic Secretary November 2016	Academic Council November 2016 Board of Governors December 2016
26. Carry out first and second year student survey 2015-16.	Senior Tutor Development / Research Office May 2017	Academic Council June 2017
27. Ensure that the 2016 registration and matriculation process for all students is completed efficiently and effectively.	Academic Secretary / Academic Registrar September 2016	Academic Council October 2016
28. Complete the HESA annual return for students.	Academic Secretary / Academic Registrar October 2016	Academic Council November 2016
29. Report on Admissions in September 2016.	Academic Secretary / Academic Registrar December 2016	Academic Council December 2016 Board of Governors December 2016
30. Record and evaluate student recruitment activity.	Academic Registrar / Student Support Officer (WAP) February 2017	Academic Council April 2017

31. Review and revise the Widening Access and Participation Plan.	Director Finance & Administration/ Student Support Officer (WAP) February 2017	SMT February 2017 Board of Governors March 2017
32. Prepare the Undergraduate Entry Guidelines and on-line College Prospectus for entry in 2018.	Academic Registrar / Student Support Officer (WAP) May 2017	SMT May 2017
33. Prepare the M-Level promotional booklet and on-line Prospectus for 2017-18.	M-Level Coordinator March 2017	SMT May 2017
34. Report on the 2015-16 National Student Survey.	Academic Secretary October 2016	Academic Council October 2016 Board of Governors October 2016
35. Report on implementation of the Thematic Operational Plan for coordination of Student Support and Guidance for 2016-17.	Coordinator Student Support & Guidance On-going	Academic Council June 2017 Board of Governors June 2017
36. Prepare a Thematic Operational Plan for the coordination of Student Support and Guidance in 2017-18.	Coordinator Student Support & Guidance June 2017	Principal June 2017
37. Arrange the Commencement ceremonies for 2017.	Principal / Coordinators of Irish Medium Education, Religious Education and Liberal Arts May 2017	SMT May 2017
38. Prepare a Liturgical Programme for 2016-17.	Senior Tutor for Staff and Resources On-going	Principal September 2016
39. Prepare the PGCE promotional documentation for 2017-2018.	Senior Tutor for Development May 2017	SMT May 2017

Related Strategic Priorities

- **The Student Experience**
- **Academic Quality**
- **Admissions, Access and Participation**

Related Corporate Risks

- **Capacity and capabilities**
- **Student allocations.**

Related KPIs

- **Undergraduate Applications**
- **NSS Overall Satisfaction**
- **Overall Dropout Rate**
- **Tariff Entry Points**
- **Degree Class and progression rates**
- **Graduate Employment**
- **Participation Rate**
- **M-Level Applications and enrolment**

4.4 Relationships

Priorities

4.4.1 Demonstrate to stakeholders the distinctive contribution that St Mary's makes to Higher Education in Northern Ireland.
4.4.2 Collaborate with a wide range of partners, in a mutually beneficial way, to enable the College to take forward its mission.

Action Required	Responsibility and Completion Date	Reporting procedures
40. Arrange a minimum of two meetings per year with the Higher Education Branch at the Department for the Economy.	Principal / Director of Finance On-going	SMT May 2017
41. Arrange a meeting with the Teacher Education Branch at DE.	Principal / Coordinator for BEd	SMT October 2016
42. Maintain the College's links with key non-departmental stakeholders in educational developments, including GuildHE, GTCNI, UCET and the teachers unions.	Principal On-going	SMT May 2017
43. Support and facilitate the West Belfast Partnership Board's Easter School/Transition School and cooperate with other education related bodies in the local community.	Principal On-going	SMT May 2017
44. Attend meetings of the UCET (NI), the Northern Ireland Higher Education Liaison Group, GuildHE and CHOICE.	Principal / Education Coordinator On-going	SMT February 2017
45. Attend and report on appropriate meetings at Queen's University including Academic Council, Education Committee and Directors of Education.	Principal / Academic Secretary / Coordinator for BEd On-going	SMT Monthly
46. Arrange an annual meeting with the Vice-Chancellor and the Pro Vice-Chancellor Education and Students at Queen's.	Principal On-going	SMT October 2016
47. Report on implementation of the Thematic Operational Plan for coordination of School Experience for 2016-17.	Schools Coordinator On-going	Principal June 2017
48. Prepare a Thematic Operational Plan for the coordination of School Experience in 2017-18.	Schools Coordinator June 2017	Principal June 2017
49. Liaise with Stranmillis University College on an agreed DMU programme.	Coordinator of Professional Studies On-going	Academic Council May 2017

50. Ensure that the College functions effectively as a religious, educational, cultural and social resource for the community and that events are organised efficiently and effectively.	Principal / Senior Administrative Officer On-going	SMT May 2017
51. Inform stakeholders of developments in the College through up-to-date information on the website, College App and press releases.	Principal On-going	SMT May 2017
52. Seek recognition for the College from the Vatican authorities and facilitate greater connectedness with other elements of the local Catholic education system.	Principal January 2017	SMT February 2017
53. Prepare a Status Assessment on Relationships for the Annual Performance Management Report.	Principal March 2007	Board of Governors March 2017

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• Mission Effectiveness • Sustainability • Staff in Community • Partnerships	• Student allocations • Government support	• Undergraduate entry numbers • HESA Percentage of Entrants from Low Socio-economic Backgrounds

4.5 Financial Health

Priorities

4.5.1 Generate an adequate surplus to maintain long-term financial viability.
4.5.2 Provide the financial resources that are necessary to maintain the capacity of the College.
4.5.3 Provide adequate finance for development and investment.

Action Required	Responsibility and Completion Date	Reporting procedures
54. Monitor monthly management accounts and cash position.	Director of Finance	Finance Committee October 2016 December 2016 March 2017 June 2017
55. Review regularly the College 3-year financial forecasts.	Director of Finance	Finance Committee October 2016 December 2016 March 2017 June 2017
56. Report on Internal Reviews to Audit Committee.	Director of Finance College Managers as appropriate	Audit Committee October 2016 December 2016 March 2017 June 2017
57. Prepare 2015/16 Financial Statements.	Director of Finance	Audit Committee Finance Committee Board of Governors December 2016
58. Complete the HESA annual return for finance.	Director of Finance	SMT January 2017
59. Prepare financial benchmarking report.	Director of Finance	Finance Committee June 2017
60. Review the Financial Strategy.	Director of Finance	Finance Committee March 2017
61. Prepare 2017/18 Estimates.	Director of Finance	Finance Committee June 2017 Board of Governors June 2017
62. Develop Internal Audit Operational Plan for 2017/18.	Director of Finance	Audit Committee June 2017
63. Agree External Audit Plan for 2017 Financial Statements	Director of Finance	Audit Committee June 2017

64. Report the College cash position to the Finance Committee.	Director of Finance	October 2016 December 2016 March 2017 June 2017

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• **Sustainability**	• **Student allocations** • **Capacity and capabilities** • **Government support**	• **Historic Cost surplus % of income** • **Net Liquidity** • **Borrowing % of Total Income** • **General funds Total Expenditure Days** • **Staff costs % Income**

4.6 Estates and Infrastructure

Priorities

4.6.1 Ensure the College buildings and infrastructure is in sound condition.
4.6.2 Ensure the College estate is functionally suitable.
4.6.3 Invest in the College infrastructure at an adequate level.
4.6.4 Control property costs.
4.6.5 Provide a healthy and safe College environment.

Action Required	Responsibility and Completion Date	Reporting procedures
65. Report on the implementation of the College Capital Development Plan.	Estates Manager	Finance Committee October 2016 December 2016 March 2017 June 2017
66. Prepare outline proposals for the 2016/17 and 2017/18 Capital Development Plan.	Estates Manager	Finance Committee Board of Governors December 2016
67. Prepare the 2015-16 Health and Safety Report.	Estates Manager	Finance Committee December 2016
68. Prepare the 2015-16 estates report (including related KPIs).	Estates Manager	Finance Committee December 2016
69. Prepare economic appraisals for the 2017 Development Projects.	Estates Manager	Finance Committee December 2016 Board of Governors December 2016
70. Prepare post-implementation reports on capital projects.	Estates Manager	Finance Committee June 2017

Related Strategic Priorities

- **Sustainability**
- **Student Experience**

Related Corporate Risks

- **Student allocations**
- **Capacity and capabilities**

Related KPIs

- **Building Condition**
- **Functional Suitability**
- **Net Internal Area per Student**
- **Total property Costs per sq. m of NIA**

4.7 Human Resources

Priorities

4.7.1 Recruit and retain staff of a high quality.
4.7.2 Provide the staff with the necessary development opportunities.
4.7.3 Manage performance in an appropriate way to strengthen the College's business.
4.7.4 Promote equality of opportunity.

Action Required	Responsibility and Completion Date	Reporting procedures
71. Prepare monthly absence management reports.	Human Resources Manager	SMT December 2016 April 2017 June 2017
72. Prepare 2016/17 Section 75 Report and submit to the Equality Commission.	Human Resources Manager	Equality Working Group May 2017
73. Prepare the 2015/16 HR Report.	Human Resources Manager	Finance Committee December 2016
74. Prepare the Staff Development Annual Report.	Staff Development Officer	Finance Committee December 2016
75. Complete equality screening reports.	Human Resources Manager	Equality Working Group November 2016 SMT December 2016 June 2017
76. Develop and implement a system for evaluating staff development activities.	Staff Development Officer	SMT December 2016
77. Revise the College Staff development Policy.	Staff Development Officer	Finance Committee December 2016
78. Prepare Annual Equality Report.	Human Resources Manager	Equality Working Group SMT Finance Committee June 2017
79. Prepare a progress report on the implementation of the College appraisal processes.	Human Resources Manager	SMT March 2017

80. Implement the system for recording staff development activity.	Staff Development Officer	Finance Committee March 2017
81. Undertake the 2017 Fair Employment Monitoring Report and submit to the Equality Commission.	Human Resources Manager	Equality Working Group May 2017
82. Review HR policies that are due for formal review.	Human Resources Manager	SMT June 2017

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• **Sustainability** • **Staff in Community**	• **Capacity and capabilities**	• **Staff turnover** • **Staff absence** • **Staff satisfaction**

4.8 Governance

Priorities

4.8.1 Comply with the CUC Governance Code of Practice.
4.8.2 Comply with the requirements of the Financial Memorandum.
4.8.3 Provide effective arrangements for risk management, control and governance.

Action Required	Responsibility and Completion Date	Reporting procedures
83. Regularly review the corporate risk register.	SMT / Director of Finance	SMT Audit Committee December 2016 March 2017 June 2017
84. Prepare the annual risk management report.	Director of Finance	Audit Committee October 2016
85. Prepare the College Annual Report 2015-16.	Principal	SMT Board of Governors December 2016
86. Prepare draft Audit Committee Annual Report to the Board.	Director of Finance	Audit Committee December 2016
87. Submit Annual Assurance Return to DEL (Annex K).	Director of Finance	Audit Committee December 2016
88. Prepare the annual performance management report.	Director of Finance / Academic Registrar	Board of Governors March 2017
89. Prepare Board of Governors Cycle of Business 2017-18.	Director of Finance	Board of Governors June 2017
90. Make annual fraud return to DEL.	Director of Finance	SMT May 2017
91. Submit Annual Assurance Statement to DEL Permanent Secretary.	Principal Director of Finance	SMT May 2017
92. Prepare the College Operational Plan 2017-18.	Principal	Board of Governors June 2017
93. Continue to deliver the Governor training programme.	Director of Finance	Board of Governors June 2017

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• Mission Effectiveness • Sustainability	• Government funding • Government support	• Assessed compatibility with the CUC code (periodic self-assessments) • Extent of relevant skills and training for senior management/governors • Successful delivery of College strategies and plans

4.9 College Developments

Priorities

4.9.1 Protect and strengthen the College's core business of Teacher Education and Liberal Arts.
4.9.2 Facilitate and enable improvements in College provision.

Action Required	Responsibility and Completion Date	Reporting procedures
94. Report on implementation of the Thematic Operational Plans for coordination of Work Related Learning (WRL), Staff Development, Professional Studies and M-Level provision for 2016-17.	Coordinators for WRL, Staff Development, Professional Studies and M-Level On-going	Principal June 2017
95. Report on implementation of the Thematic Operational Plan for coordination of the Research Office for 2016-17.	Research Officer On-going	Senior Tutor for Development June 2017
96. Report on implementation of the Thematic Operational Plan for coordination of the Careers and Employability Service for 2016-17.	Careers Officer On-going	Senior Tutor for Development June 2017
97. Report on Alumni Relations.	WRL Coordinator January 2017	Principal January 2017
98. Produce annual reports on Staffing and Resources as well as College Development for 2016-17.	Senior Tutor for Staff and Resources / Senior Tutor for Development On-going	Principal June 2017
99. Prepare the Thematic Operational Plans for: WRL, Staff Development, Professional Studies and M-Level provision for 2017-18.	Coordinator for WRL, Staff Development, Professional Studies and M-Level June 2017	Principal June 2017
100. Prepare the Thematic Operational Plans for the following services: Research Office and Careers and Employability in 2017-18.	Research Officer / Careers Officer June 2017	Senior Tutor for Development June 2017
101. Prepare a Thematic Operational Plan for priorities in the coordination of Staffing and Resources in 2017-18.	Senior Tutor for Staff and Resources June 2017	Principal June 2017
102. Prepare a Thematic Operational Plan for priorities in the coordination of College Development activities in 2017-18.	Senior Tutor for Development June 2017	Principal June 2017

103. Monitor developments in Finance and Administration, Academic Affairs / BEd and LA programmes.	Director of Finance / Academic Secretary / Coordinators BEd & LA On-going	Principal Bi-monthly
104. Monitor Staffing and Resources as well as College Developments including PGCE / M-Level	Senior Tutor for Staff and Resources / Senior Tutor for Development On-going	Principal Bi-monthly
105. Prepare a schedule of meetings for Steering Groups (An tÁisaonad, Equality, Project Management Boards, Staff Development) and Working Groups (International, Communications, DMU, Catholic Education, Health & Safety, Admissions)	Senior Administrative Officer August 2016	Principal September 2016
106. Prepare an Operational Plan for co-ordination of College International activities)	Administrative Assistant (International) August 2016	Principal September 2016

Related Strategic Priorities	Related Corporate Risks	Related KPIs
• **Mission Effectiveness** • **Sustainability** • **Staff in Community** • **Partnerships**	• **Student allocations** • **Capacity and capabilities** • **Government support**	• **Undergraduate entry numbers** • **PGCE entry numbers** • **International Mobility participation rate** • **Level of Staff Development activity** • **Level of research and scholarly activity.**