



National University of Ireland, Galway  
*Ollscoil na hÉireann, Gaillimh*

# Performance Indicators

Jim Gosling  
Director of Quality  
NUI Galway

# Main Points

- I too am here to learn
- Basic issues
- Strategy first
- Information versus data
- Related and nested indicators
- Outputs versus inputs

## **I too am here to learn**

- Irish HE institutions are very poor at the measurement and assessment of their own performance.
- Data ‘owned’ locally and difficult to obtain.
- Unit performance depends on the sum of individual performances.
- How do I get from ‘enormity and complexity’ to ‘simplicity and clarity’?

# Basic Issues

- “You are turning education into a business.”
- Qualitative and quantitative measures
- Leadership and the roles of senior management
- Good managers and good team players
- Consensus on what is important
- Clarity on intentions

# Strategy first

- Planning is the exercise of ‘proactive foresight’ and helps in the making of good decisions.
- Strategic planning is broad and attempts to be far-seeing.
- Done well, strategic planning achieves a consensus and promotes effective planning at all levels.
- Good plans have measurable goals and objectives.
- For each goal there is at least one performance indicator.

# Information versus Data

- Definitions come first.
- Some single numbers are informative.
- Means, ratios and percentages add value.
- Two or three significant figure are often enough
- Longitudinal plots facilitate planning.
- Comparative data for resource allocation.
- Sectoral, national, international data for strategic planning.

# Related and Nested Criteria

- Major areas require several indicators.
- Indicators are best if applicable at all levels.
- Special issues may require extra indicators.
- Nested indicators measure performance at different levels.
- Local performance is of greatest local interest.

# Outputs versus inputs

- Mission should determine size
  - Context
  - Benefits of scale
  - Size versus ethos and culture
- ‘Quality in’ facilitates ‘quality out’.
- Output indicators most important.
  - Measuring outputs is more difficult
  - What you measure is what you get.



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**Thank You**