



**RCSI**

Royal College of Surgeons in Ireland  
*Coláiste Ríoga na Máinleá in Éirinn*

FOR INTERNAL DISTRIBUTION ONLY

## **RCSI Strategic Plan 2013–2017**

Faculty of Medicine and Health Sciences



# **Growth and Excellence**







Our Mission



RCSI

**To educate,  
nurture and  
discover for  
the benefit of  
human health**









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# Message from the President

The Royal College of Surgeons in Ireland (RCSI) has long been a leader in the education and training of healthcare professionals but has seen many periods of national and global turbulence in its 229-year history.

One of RCSI's greatest strengths has been its ability to adapt and thrive in the face of adversity. As we look towards 2013 and beyond, we again find ourselves in turbulent times, with increasing challenges facing the healthcare profession and higher education sector in Ireland, along with intensified competition in the international higher education arena.

The Higher Education Authority (HEA) recently set out its strategic plans and priorities for 2012–2016 in the 'National Strategy for Higher Education to 2030', so it is timely at this juncture that the College also sets its strategic goals for the next five years.

The strategic review process has provided us with the opportunity to take a step back, examine what makes RCSI unique – Our Mission, Vision and Values – and outline five strategic goals that define our path for the future.

Recognising that RCSI's staff, students and clinical teaching partners are at the core of what determines RCSI as an institution, Professor Cathal Kelly, CEO/Registrar, working with the Senior Management Team, led a series of interactive consultation sessions with these cohorts to help shape and define RCSI's Mission, Vision, and Values and outline strategic intentions for the coming period.

The Strategic Plan that has emerged is 'Growth and Excellence: RCSI Strategic Plan 2013–2017'. Growth and excellence are the cornerstones of our strategy. Indeed the future success of the College is contingent on its ability to develop its international reputation as a centre of excellence in healthcare professional training and education.

This is a strategy for the Faculty of Medicine and Health Sciences and complements the existing strategic plan that was drawn up in 2011 for the Department of Surgical Affairs in RCSI. Both strategies are aligned to our Noble Purpose which encapsulates so well our guiding principles.

I wish to commend Professor Kelly for his outstanding leadership in driving the development of this ambitious strategy. The Senior Management Team also did stellar work in defining the strategic initiatives that they will develop and implement over the next five years. I would also like to thank all RCSI staff, students and clinical teaching partners for their vital input to this plan – a plan that will define their paths also.

The Vision that has emerged is to be recognised internationally as a leading centre for professional education, research and innovation in healthcare. With the combined strengths of the RCSI community and our strategic partners, I am fully optimistic that RCSI will excel on the journey to realising this Vision. I have every confidence that the strategic initiatives defined in this plan will drive the growth and excellence needed to make the College stronger in an increasingly competitive world.



**Professor Patrick Broe**  
PRESIDENT, RCSI

# Foreword from the CEO

I am delighted to present the Royal College of Surgeons in Ireland (RCSI's) Strategic Plan 'Growth and Excellence' for the Faculty of Medicine and Health Sciences for the period 2013 to 2017.

In 2010 the College was granted independent degree awarding status under Irish law. This followed a quality approval process culminating in the government approving the bye-law that enabled the College to award degrees alongside its traditional powers to award licentiates. RCSI is a university institution. Under procedures recently set out in Irish law its degrees and qualifications are deemed to be degrees of the National University of Ireland (NUI). This 'Growth and Excellence' strategy focuses on the area of degree awarding activities of the College. A separate, complementary strategic plan has been developed to address the national postgraduate surgical role of RCSI.

In articulating our Mission and Vision and developing our strategic priorities for the Faculty of Medicine and Health Sciences, we were mindful of addressing the needs of current and future students whilst taking into consideration the overall challenges in the higher education environment in Ireland, the strategic priorities of the Higher Education Authority (HEA), competition in the international higher education landscape and challenges facing the healthcare profession as a whole.

This Strategic Plan sets out five strategic goals, to which we are committed, along with a roadmap of how we will address these goals and key performance measures for their success.

The foundations of our strategy are growth and excellence – we see our future success as contingent on our ability to grow RCSI's international presence and reputation as a centre of excellence in healthcare professional education.

RCSI has already extended its international footprint over the last number of years. The individual geographies of RCSI have strategic plans for their specific operations locally; and these plans align with this overall strategy.

This Strategic Plan is the product of consultation and interactive working sessions with more than 200 RCSI staff, students and professional teaching partners. These meetings helped to shape and define our Mission, Vision and Values to inform our strategic goals for the period of this plan. The quality of our staff and students is one of RCSI's major attributes and we believe that every member of the RCSI community will have a part to play in helping us achieve our strategic goals over the next five years.

I would like to thank the Senior Management Team for their help and support in driving the development of this plan from conception to completion. Each strategic initiative of the plan has been assigned to a specific member of the Senior Management Team who will drive its development and implementation. I would also like to thank the College community for participating in and supporting this process. The objectives of this Strategic Plan are ambitious but I have no doubt that with the support of the RCSI community we can achieve these objectives and realise our shared vision.



**Professor Cathal Kelly**  
CHIEF EXECUTIVE / REGISTRAR

# RCSI

## An Institutional Profile

Established in 1784, the Royal College of Surgeons in Ireland (RCSI) is an independent, not-for-profit, health sciences institution with a unique international perspective, as evidenced in its geographical spread – from headquarters in Dublin to a substantial presence in Bahrain, Malaysia and Dubai. Its original purpose was to train surgeons and set national standards for surgery in Ireland. Today RCSI has a wide portfolio of undergraduate and postgraduate academic and professional courses. Its undergraduate medical school is the largest in Ireland. In Dublin, RCSI educates a substantial cohort of international students, alongside Irish and other EU students. In addition, the College continually invests in educational standards, innovation and facilities so as to remain competitive in an international market and continue to provide internationally recognised and respected medical and health sciences qualifications and careers.

As well as undergraduate courses in medicine, pharmacy and physiotherapy, RCSI offers PhD, MD, MCh and MSc degrees by research, along with postgraduate training leading to fellowships in the Faculties of Radiologists, Dentistry, Nursing and Midwifery, and Sports and Exercise Medicine. Taught postgraduate programmes are available in ethics, bereavement, pharmacy, surgery, physiotherapy, nursing and leadership. RCSI also offers undergraduate nursing programmes in Bahrain as well as taught masters programmes in Bahrain, Malaysia and Dubai.

### RCSI Campuses

RCSI campuses reflect the truly international character of the College, both in terms of the diversity of its student body and in its geographical reach. Graduates of medicine across all of RCSI's campuses complete rigorously evaluated programmes that allow for a common degree award of the National University of Ireland.

- In Dublin, over 3,500 students attend the College, from approximately 70 countries, and staff numbers approximate 800. RCSI is based in the heart of Dublin city – a unique city-centre campus in one of Europe's capital cities.
- In Bahrain, the College established the RCSI Medical University of Bahrain (MUB) in 2004. It provides a full spectrum of undergraduate courses in medicine, nursing and midwifery and postgraduate studies in nursing, healthcare ethics and law and healthcare leadership to over 1,000 students annually. Students come from Bahrain, the Gulf Region and beyond.
- In Dubai, RCSI's Institute of Leadership runs postgraduate courses in healthcare management and leadership for experienced healthcare professional staff.
- In Malaysia, RCSI runs Penang Medical College in association with University College Dublin. This is a twinning model, established in 1995. Its programme enables medical students, mostly Malaysian, to undertake the first half of their training in Ireland and then return to complete their studies in Penang, to an Irish curriculum. By 2013 over 1,000 medical students will have graduated from this programme. In 2011 RCSI extended its long-standing educational involvement with Malaysia when it established an undergraduate medical programme in Kuala Lumpur, as a partner to Perdana University. The first group of students entered the programme in autumn 2011, availing of the RCSI curriculum and the expertise of RCSI specialist academic staff.

### RCSI CAMPUS LOCATIONS



Dublin



Bahrain



Dubai



Penang



Perdana



## Undergraduate Education

The medical school in RCSI is one of the world's leading international medical schools, its curriculum accredited by medical and educational regulators in Europe (Ireland), the Middle East (Bahrain) and the Far East (Malaysia). RCSI runs the traditional European-format undergraduate programme of five years (six years if a pre-medical year is needed), and also Ireland's first Graduate Entry Programme, a four-year programme based on the North American medical education model. A bespoke foundation programme, the Medical Commencement Programme, is provided to high-achieving international students who need to further develop their professional English language and/or basic sciences skills.

The College provides undergraduate courses in pharmacy, physiotherapy and nursing. In Dublin, RCSI provides a four-year pharmacy degree followed by a required one-year internship (MPharm). RCSI is currently the national provider of the MPharm in Ireland, with all pharmacy graduates completing their MPharm at the College. A three or four-year programme is provided in Physiotherapy. A four-year undergraduate nursing programme is provided in RCSI Bahrain, and nurse bridging programmes are delivered in both Dublin and Bahrain to nurses who have previously qualified through diploma-level programmes and wish to progress to a degree in nursing.

## Postgraduate Education

RCSI delivers postgraduate education and professional training through the School of Postgraduate Studies and the Institute of Leadership; through its Faculties of Radiologists, Dentistry, Nursing and Midwifery, and Sports and Exercise Medicine; and through the National Surgical Training Centre. Postgraduate degrees provided include taught masters programmes such as healthcare ethics and law; surgery; nursing; and quality and safety in healthcare. It also provides research-focused MSc, MCh, MD and PhD higher degrees, with many of the doctoral students working through the structured PhD programmes in biomedical sciences and health services and population health research.

RCSI provides the national training programmes for specialties such as surgery and radiology. It also provides opportunities for continuous professional development and for meeting ongoing professional and regulatory training needs. RCSI's unique portfolio of involvement in undergraduate and postgraduate health professional education and training means that aspects pertinent to one part of the professional career can be matched to those in another, e.g. targeting early training to later clinical and academic requirements.

## Research Institute

The RCSI Research Institute is one of Ireland's foremost research centres in medical and health sciences. RCSI is committed to research excellence, to commercialising intellectual property arising from its research, and to developing collaborative links with industry, and with educational research and policy institutions both nationally and internationally. Reflecting its unique healthcare focus, its research theme is Translational Health Research: 'from bench to bedside to population'. RCSI built Ireland's first hospital campus Clinical Research Centre in 2000, alongside Beaumont Hospital, one of its principal teaching hospitals in Dublin. This supports the Centre's translational focus and provides ready opportunities for clinician-based research studies.



## RCSI – An Institutional Profile

Continued



### RCSI Notable 'First' Achievements

1800s	
1886	First female medical graduate
1893	First female Fellow in surgery in Ireland
1900s	
1970	Established first Department of International Health in Ireland
1987	Established first Department of Family Medicine in Ireland
1993	First to embrace new technologies in third level in Ireland by providing laptops to all medical students
2000 - 2009	
2000	First to establish a Clinical Research Centre on an Irish hospital site (Beaumont Hospital)
2000	First to develop an On-line Surgical Education Programme (BeST) globally
2005	Established Institute of Leadership – <i>the only entity specifically dedicated to developing the leadership and management capacity of health professionals in Ireland</i>
2005	First medical school in Ireland to independently adopt the standards of the World Federation of Medical Education (WFME) – <i>standards since adopted by the Irish Medical Council as the accreditation standard for all Irish medical schools</i>
2006	First to launch a Graduate Entry Programme in medicine in Ireland
2007	First to launch a Nurse Prescribing Programme in Ireland
2008	Launched a physiotherapy Postgraduate Diploma in Neurology and Gerontology in Ireland
2010 - 2012	
2010	Graduates of Ireland's first National Pharmacy Internship Masters Programme (MPharm) are conferred at RCSI
2012	First graduate in medicine through a Traveller Access Programme in Ireland



### RCSI Governance Structure

RCSI is both an independent degree-awarding institution and a surgical Royal College.

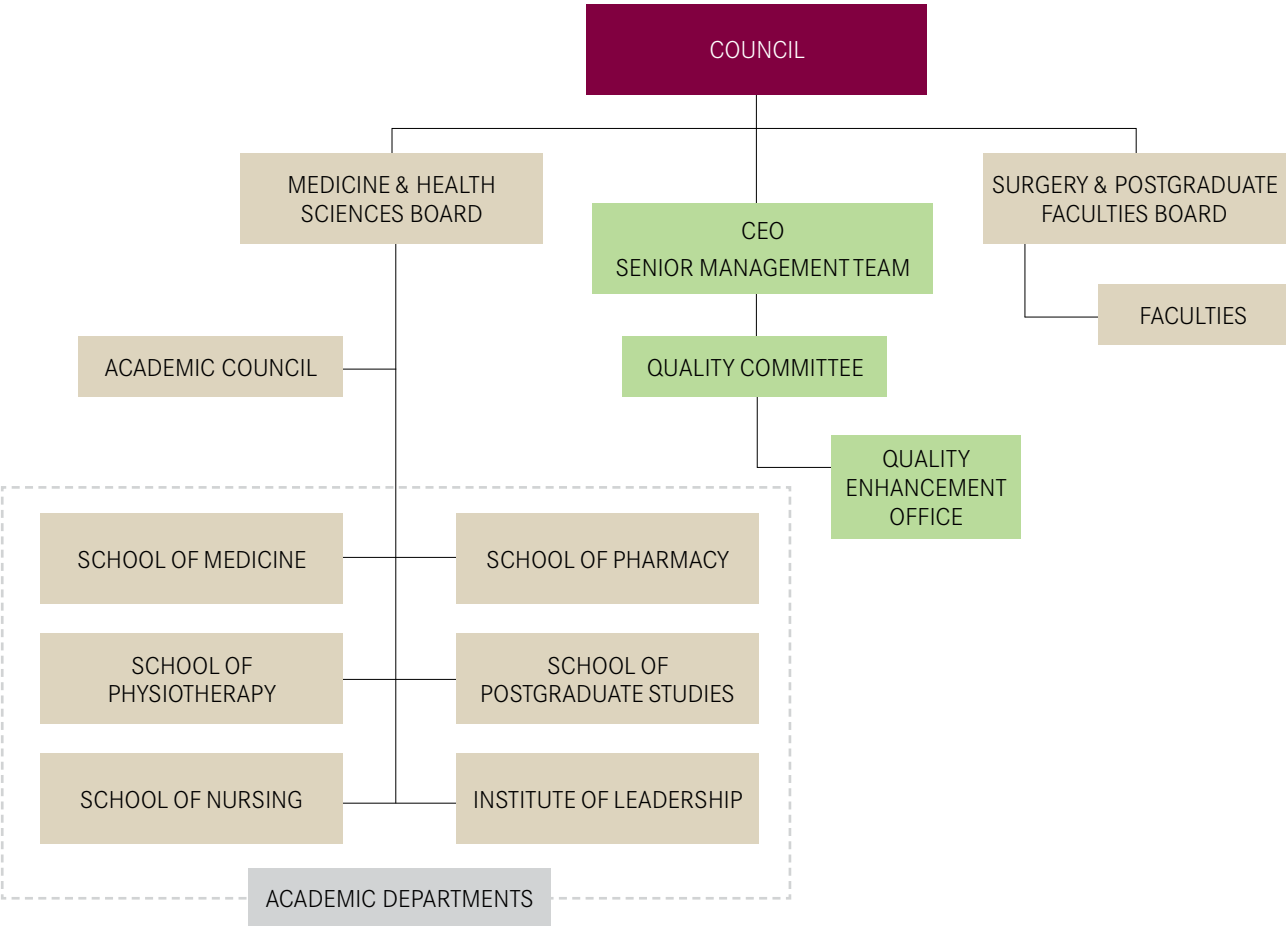
The governing body of the College is its Council, composed of twenty-one surgeons who are Fellows of the College and are elected by the College’s Fellows and Members. Council delegates a number of its main functions to The Medicine and Health Sciences Board (MHSB) and The Surgery and Postgraduate Faculties Board (SPFB).

- The Medicine and Health Sciences Board (MHSB) is the governing body responsible for all degree-awarding educational activities of RCSI.
- The Surgery and Postgraduate Faculties Board (SPFB) is the governing body responsible for the postgraduate training, competence assurance and professional examination activities of RCSI.

RCSI has built up a proud history of academic achievement and innovation and today the College holds a distinctive position in the Irish higher education landscape, with a number of unique attributes:

- Ireland’s only independent, non-for-profit, degree-awarding institution
- A singular focus on healthcare education and research
- A strong international presence in healthcare education in Bahrain, Malaysia and Dubai
- A long-standing engagement in life-long learning, as the national agency responsible for surgical and other postgraduate specialty training
- A strong record of innovation in teaching and learning, focused on a high-quality student experience
- A distinctively entrepreneurial culture, by virtue of the need to be self-sufficient in an international marketplace, with minimal Irish state funding

RCSI GOVERNANCE STRUCTURE





# Our Students, Staff and the Community




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## Our Students

### A life of opportunity

An outstanding student experience inspires our graduates to be future world leaders in healthcare and innovation.

Core to our strategy is an impetus to provide our students with:

- Excellence in education
- A positive student experience
- World-class facilities
- Support in achieving successful careers after graduation

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## Our Staff

### Engaging in knowledge and challenging understanding

RCSI is committed to investing in and developing our people. We strive to inspire and support our staff as leaders in healthcare education and research.

Our staff are key stakeholders of this strategy, but they also play an important role in its implementation and in the successful delivery of our strategic objectives.

We have actively engaged with our staff in drawing up our Strategic Plan, and we intend to continue to engage with them throughout its implementation to ensure that we are collectively aware of how we are progressing and are working together to realise our strategic objectives.

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## Our Irish and International Communities

### Making a difference locally and globally

We are committed to enhancing the standards of health, education and life chances among our Irish and international communities.

In Ireland we will:

- Enhance our support to the RCSI REACH programme which promotes Recreation, Education and Community Health among the socio-economically disadvantaged communities that are adjacent to our Dublin campus
- Continue in our promotion of science education through RCSI’s Primary Science Initiative and Mini-Med Open Lecture Series
- Further develop our outreach programmes and the promotion of science education

At an international level we are committed to our continued engagement with the College of Surgeons of East, Central and Southern Africa (COSECSA) and to facilitating RCSI students who partake in volunteer activities in developing countries.



# Background and Context to the Strategic Plan

In 2003 RCSI commissioned a major strategic review of its operations entitled Project Catalyst, 'Creating our Future'. It resulted in an institutional strategy which focused on a number of key strategic imperatives. These included renovating the core medical programme, expanding RCSI's international footprint by opening Bahrain as the Medical School's third campus and extending fund-raising activities. We have now come to the end of this strategy; its targets and objectives substantially achieved.

As we take stock of our position, following the global economic downturn and the many implications that this has had on the economy and on higher education in Ireland and abroad, we recognise that now is the time for us to outline our strategic intentions for the next five years.

In considering our strategic priorities we were cognisant of:

- The overall challenges facing higher education in Ireland
- The Strategic Plan and priorities for the Higher Education Authority for 2012–2016
- The challenges facing the healthcare profession such as the shortage of clinical training sites, particularly in hospitals
- The intensification of competition in the international higher education landscape
- Our students' experience – how we can improve student facilities and do more to support them in their careers after graduation
- The necessity to grow internationally to ensure sustainability into the future

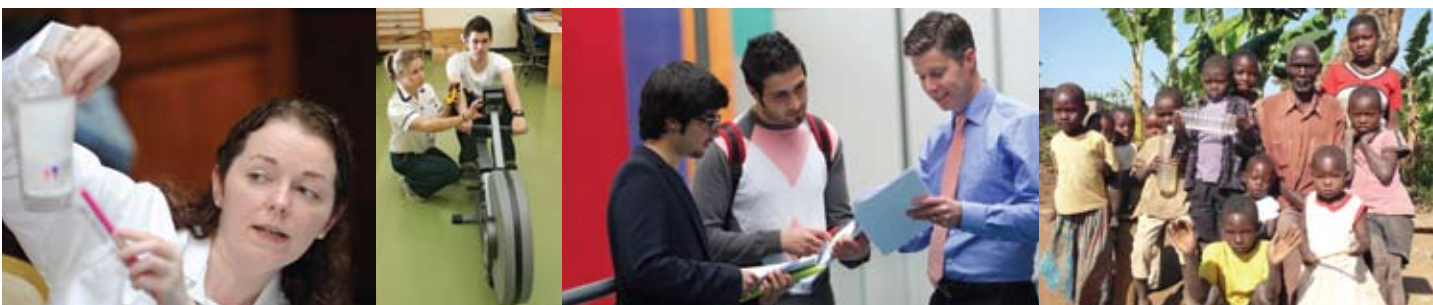
RCSI management consulted and held several interactive working sessions with more than 200 staff, students and professional teaching partners to help shape and define our Mission, Vision and Values and outline our strategic intentions for the coming period.

Despite it being a very challenging time economically, both at home and abroad, we are confident that we can continue to grow and achieve excellence. In fact, the cornerstones of our strategy are **growth and excellence** – we view our future success as contingent on our ability to grow both our international presence and our reputation as a centre of excellence in healthcare professional education.

This strategy is focused on academic degree awarding activities in Ireland. It does not address our plans for surgical affairs; a strategic plan has already been drawn up for this area of RCSI.

Additionally, individual geographies of RCSI have developed strategic plans for their specific operations locally; these plans align to this new strategy.

This Strategic Plan seeks to be ambitious in what it aims to achieve and deliver, while also addressing the significant challenges of our time, in the education sector, the health sector and the overall economic environment.



# RCSI Mission, Vision and Values

## Our Mission

**‘To educate, nurture and discover for the benefit of human health’**

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### **‘To educate’**

The primary function of RCSI is to empower and facilitate our students, to optimise their futures as healthcare professionals and researchers.

### **‘nurture’**

We do more for our students than just impart knowledge. We feel responsible to care for, encourage, challenge and motivate them to realise their full potential.

### **‘and discover’**

Our bold aspiration is to deliver impact in research, coupled with education, both at the core of RCSI activities.

### **‘for the benefit of human health’**

The end beneficiaries of our work in education and research are people and patients everywhere. The term ‘human health’ is all-encompassing and sufficiently conveys our aspiration to advance healthcare provision not just nationally but globally.

## Our Vision

**‘To be recognised internationally as a leading centre for professional education, research and innovation in healthcare’**

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### **‘To be recognised internationally’**

Our aspiration and ambition is for RCSI to be a globally identifiable and respected institution by our peers in third level education, by our clinical partners, by employers of our graduates, and by our students, both current and prospective.

### **‘as a leading centre’**

We want to be synonymous with excellence as measured by the strength of student demand and the impact of our research.

### **‘for professional education, research and innovation in healthcare’**

We continue to be outcome focused. Our graduates are ready to perform to the highest professional standards and our research is impactful.

## RCSI Vision Supporting Themes

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### **Teaching and Learning**

Promote patient and population health through outcome-focused curricula and innovative teaching and learning methods.

### **Research**

Increase the impact of our research which is responsive to global patient health needs.

### **Students**

Provide an outstanding student experience, supporting our students’ development so that they become leaders in healthcare provision and innovation.

### **Staff**

Support our staff in their career development and provide a positive working environment.

### **Internationalisation**

Expand the RCSI offering and geographic reach while delivering a consistent standard of excellence.

### **Community Focus**

Benefit our Irish and international communities through engagement and through widening participation in education and research.

### **Partnerships**

Form deep and sustainable partnerships with other universities, international sponsors and healthcare providers to enable us to achieve even more.



# Our Values

We state our shared values, which will be reflected in all College policies and procedures, to create an environment of trust and mutual understanding. We commit to live by these values.

**Respect** – We commit to transparency, integrity and respect for all persons who engage with RCSI: students, staff, patients and the general public.

**Collegiality** – We provide a nurturing, social and inclusive community conducive to collaboration and development.

**Scholarship** – We provide a stimulating and challenging environment that promotes excellence in teaching and learning.

**Innovation** – We foster a culture of discovery to create research with impact and an entrepreneurial energy, balanced with disciplined financial stewardship to secure our independence.

The following image illustrates RCSI's Mission, Vision, Values and its five Strategic Goals of:

- **EXCELLENCE** in Education
- **LEADERSHIP** in International Medical Education
- **IMPACTFUL** Research and Innovation in Health Sciences and Education
- **ENHANCED** Organisational Capabilities
- **STRONG** Strategic Partnerships





EXCELLENCE



LEADERSHIP



IMPACTFUL



ENHANCED



STRONG

## Strategic Goal One

# Excellence in Education

To be a recognised leader in teaching and learning in the health professions; incorporating best practice and the latest technologies and methods in how we educate our students.





Educating future leaders in healthcare delivery and related research is at the core of RCSI's Mission. We are committed to providing our students with outcome-focused curricula and with developing professionalism, shaped by innovative teaching and learning practices. We aspire to become recognised leaders in the provision of health sciences education both nationally and internationally.

We aim to achieve this goal by:

<p><b>1. Delivering excellence in teaching practices and academic programmes</b></p> <ul style="list-style-type: none"> <li>• Establish a new centre for teaching and learning – a Health Professions Education Centre focused on researching and applying best practice in teaching and learning</li> <li>• Develop and roll out a new teaching and learning programme to all teaching staff – ‘our educators’</li> <li>• Establish formalised mechanisms for enhancing the quality of our teaching, e.g. peer and student observation and feedback for teaching staff</li> <li>• Continually assess, evaluate, develop and measure our curricula and programmes to ensure they:           <ul style="list-style-type: none"> <li>– foster critical thinking and lifelong learning</li> <li>– are reflective of advances in healthcare provision</li> <li>– are relevant to employer needs in an international healthcare market</li> </ul> </li> </ul>	<p><b>2. Investing in technologies and infrastructure to support our teaching and learning</b></p> <ul style="list-style-type: none"> <li>• Build a world-class academic building in our city-centre campus, a facility that supports best practices in teaching and learning technologies</li> <li>• Maximise the use of new technologies to support the delivery of core programmes and enable the development of additional multi-model learning programmes</li> <li>• Develop and deliver advanced clinical simulation education at undergraduate level</li> </ul>	<p><b>3. Providing structured support for and management of our students' future careers</b></p> <ul style="list-style-type: none"> <li>• Establish a formalised career management programme and individual career plans for each of our students</li> <li>• Understand the markets, and the uniqueness of each of these markets, within which our undergraduate and postgraduate students will pursue careers; and prepare our students, throughout their student lives, for success in the relevant marketplaces</li> <li>• Build on our existing student mentor programmes and establish an extended mentor/coaching programme for our students</li> <li>• Actively manage and leverage our Alumni network to support our students in progressing through College and help prepare them for the transition to the workplace</li> <li>• Establish career placement programmes/opportunities in conjunction with external partners to build skills and prepare our students for successful careers</li> <li>• Track and measure the success of our students beyond graduation in achieving their career objectives</li> </ul>
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## Measures of Success

External recognition of RCSI innovations in education

External recognition of the calibre of RCSI educators

Student feedback on the quality of teaching

Teaching and learning portfolio of RCSI staff

Achievement of a nationally and internationally recognised landmark education facility

Metrics on success of students in their career ambitions

External commendations by educational and professional regulatory agencies about these educational excellence priorities

## What are the key things you will see that will be different?

A Health Professions Education Centre

A new teaching and learning programme for our educators

A new ‘state-of-the-art’ academic building

Advanced clinical simulation education at undergraduate level

A formalised career management programme for students



EXCELLENCE



LEADERSHIP



IMPACTFUL



ENHANCED



STRONG

## Strategic Goal Two

# Leadership in International Medical Education

To grow internationally by expanding our international presence and the offerings we provide overseas, by increasing the intake of international students to Ireland and by attracting students from new geographies.





RCSI celebrates and continually seeks to enhance its cultural competence and diversity – a distinctive feature of the College that has defined it for generations. We already have a strong reputation and presence internationally, in Malaysia, Bahrain and Dubai, and we intend to leverage our international experience in order to grow further internationally and demonstrate leadership in the provision of international medical and health sciences education.

We aim to achieve this goal by:

<p><b>1. Developing and sustaining our current international offerings</b></p> <ul style="list-style-type: none"> <li>• <b>Perdana University (PU-RCSI Programme)</b> – Ensure the continued delivery of undergraduate medical programmes in Perdana</li> <li>• <b>Bahrain</b> – Continue to work with RCSI Bahrain in implementing its strategy</li> <li>• <b>Dubai</b> – Continue, through the Institute of Leadership, to deliver our programmes in Dubai, and leverage our presence there to identify new opportunities within the UAE</li> <li>• <b>Penang</b> – With PMC and UCD, develop, agree and implement a development strategy for Penang</li> </ul>	<p><b>2. Continuing to foster and develop an international culture and perspective</b></p> <ul style="list-style-type: none"> <li>• Develop an international recruitment programme in order to create a panel of international staff</li> <li>• Further promote staff and student mobility between our existing international campuses</li> <li>• Continue to secure clinical teaching sites internationally and seek to increase the number of international placements</li> <li>• Optimise our academic programmes to reflect our international student portfolio and the requirement for our students to be more prepared for careers internationally</li> </ul>	<p><b>3. Identifying and implementing new international offerings, and growing and diversifying our student base</b></p> <ul style="list-style-type: none"> <li>• Investigate new markets and geographies where we can provide current RCSI offerings and models of operation</li> <li>• Explore new models in which RCSI can work internationally</li> <li>• Seek to attract students from new geographies</li> <li>• Further develop our international recruitment and marketing strategy, leveraging joint opportunities with our 3U partners as appropriate</li> <li>• Grow our international student reach through offering new academic programmes and research opportunities in conjunction with our partners as appropriate</li> </ul>
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### Measures of Success

Optimisation of existing capacity for international students at home and overseas

Growth of additional capacity for international students at home and overseas

Number of student placements internationally

Ability to successfully fill international staffing requirements

### What are the key things you will see that will be different?

Development of our current international offerings

A panel of international staff

New international offering(s)

International students from new geographies



## Strategic Goal Three

# Impactful Research and Innovation in Health Sciences and Education

To continually build our research capability and optimise our research performance.





RCSI is committed to supporting and nurturing an active research community for the enhancement of human health, and as part of this, to offer rewarding research experiences to undergraduate and postgraduate students. We aim to attract the highest-calibre, research-active academic staff and students to RCSI and build strong research relationships between clinicians and scientists.

We aim to achieve this goal by:

<p><b>1. Building on institutional research capacity and strengths and promoting innovation</b></p> <ul style="list-style-type: none"> <li>• Use research performance metrics to review our strengths, opportunities, and weaknesses</li> <li>• Align our research priorities with the overall RCSI Strategic Plan and with the National Research Prioritisation Strategy, and target these to clinical needs and to EU Horizon 2020 priorities</li> <li>• Promote the establishment of multidisciplinary research centres and participation in strategic national and international partnerships that are competitive for industrial, national and international funding support</li> <li>• Enhance research impact by promoting collaboration with 3U partners and other academic and industrial partners both nationally and internationally</li> <li>• Incentivise innovation and the formation of multi-disciplinary teams of basic scientists, healthcare professionals and engineers through seed funding and merit awards</li> <li>• Enhance our infrastructural capacity through a phased series of laboratory upgrades and the introduction of measures that ensure quality access to and sustainability of research facilities</li> <li>• Support research at international campuses</li> </ul>	<p><b>2. Investing further in research in education, expanding on our existing capability</b></p> <ul style="list-style-type: none"> <li>• Build on the research undertaken by the existing Medical Education Research Group and support the new Health Professions Education Centre, with a primary focus on conducting research into education practices and technology</li> <li>• Invest in dedicated resources to lead the Health Professions Education Centre and conduct research into Health Professions Education</li> <li>• With our 3U partners explore insights into the learning process, examine solutions to the challenges facing modern education and consider how digital technologies can enhance learning</li> <li>• Develop a core biostatistical resource to support all aspects of translational research</li> <li>• Optimise the interface between education and research</li> </ul>	<p><b>3. Developing communication, interaction, engagement and career development opportunities for researchers</b></p> <ul style="list-style-type: none"> <li>• Establish a Principal Investigator forum for communication, for feedback on strategic plans and for proposals to implement new projects</li> <li>• Recognise outstanding research experiences and career development opportunities as a core element of our research strategy</li> <li>• Provide focused research interaction workshops</li> <li>• Increase and enhance research opportunities for undergraduate students using the Research Summer School model</li> <li>• Provide mentorship on career paths for early career scientists</li> <li>• Provide greater mentoring on the full range of professional development skills for postdoctoral research fellows and junior faculty</li> <li>• Develop the teaching skills of research staff</li> <li>• Promote mobility opportunities for postgraduate researchers through international training programmes linked to collaborative research initiatives</li> <li>• Provide more educational research outreach programmes to the Irish community</li> </ul>
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## Measures of Success

Growth in grant revenue

Number of industrial collaborations

Amount of intellectual property (IP) revenue

Number of funded research centres

Successful external reviews of institutional research performance

Ability to report on key research metrics

## What are the key things you will see that will be different?

Interdisciplinary centres of research and an increased ability to attract industrial partnerships

Rapid growth of an international research profile for Health Professions Education

A set of key research metrics



EXCELLENCE



LEADERSHIP



IMPACTFUL



ENHANCED



STRONG

## Strategic Goal Four

# Enhanced Organisational Capabilities

To ensure that our people, internal processes and capabilities, and infrastructure are best in class, operationally excellent, and are capable of supporting and enabling the delivery of our overall strategy.





We aim to review and continually improve our internal processes and organisational structures in order to ensure that we excel in the services we provide to our students and staff, and are positioned to effectively enable the delivery of our strategy and support our Mission, Vision and Values.

We aim to achieve this goal by:

<p><b>1. Investing in and developing our people</b></p> <ul style="list-style-type: none"> <li>• Develop a best in class HR service for our staff</li> <li>• Develop a new learning and development programme within HR for our staff</li> <li>• Implement a new Performance Development Review Process</li> <li>• Develop and roll-out a leadership development programme across RCSI</li> <li>• Design and implement new initiatives that will develop and measure the overall engagement of our staff</li> <li>• Develop and deploy a recruitment and succession planning strategy to meet our international resource demand</li> </ul>	<p><b>2. Enhancing internal processes, systems and competencies</b></p> <ul style="list-style-type: none"> <li>• Develop our Student Academic and Regulatory Affairs operations, systems and facilities</li> <li>• Develop our financial operating model to reflect our growth and international reach</li> <li>• Review and improve internal processes across the College</li> <li>• Develop and implement a formalised risk management process, governance structure and register</li> <li>• Develop an internal Business Development and Enterprise Centre within RCSI</li> <li>• Build and develop a strategic change programme within RCSI</li> <li>• Develop change management and project management capability across RCSI</li> <li>• Through our Quality Enhancement Office, enhance our institutional performance metrics and reporting system</li> <li>• Put in place processes and tools that will enable more proactive engagement with external stakeholders</li> <li>• Develop additional corporate communications and marketing capability to further raise RCSI's public profile both nationally and internationally</li> <li>• Establish a structured fundraising programme that will enable the delivery of RCSI's strategic priorities</li> </ul>	<p><b>3. Investing in information technology</b></p> <ul style="list-style-type: none"> <li>• Develop an IT strategy and plan to enhance RCSI's IT capability and enable the delivery of RCSI's strategic initiatives</li> <li>• Implement technologies that will ensure we excel in our IT capability and are positioned to embrace novel technologies and further international expansion</li> <li>• Implement new technology tools and IT solutions to support our strategic initiatives</li> <li>• Invest in teaching and learning technologies to support the delivery of excellence in education</li> </ul>
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## Measures of Success

Employee engagement survey results

Student survey results

Increase in number of academic staff with PhDs

RCSI's ability to measure and report effectively on key institutional performance measures

Productivity uplift in College operations

Public profiling of RCSI nationally and internationally

## What are the key things you will see that will be different?

A best in class HR offering

A transformation in Student, Academic and Regulatory Affairs services

A financial operating model that reflects our growth and international reach

Process improvements and new capabilities across RCSI

Enhancements to RCSI's institutional performance metrics and reporting system

Proactive and regular engagement with external regulatory bodies and sponsors both nationally and internationally

Increased communications and marketing

An RCSI fundraising programme

An enhancement of RCSI IT capability



EXCELLENCE



LEADERSHIP



IMPACTFUL



ENHANCED



STRONG

## Strategic Goal Five

# Strong Strategic Partnerships

To develop further and leverage the relationships we have with our internal and external partners and stakeholders so that we can grow, achieve more, and continue to deliver excellence in education and research.





RCSI has built strong relationships and partnerships in the areas of medicine and education, and with its Alumni. It is our intention to further build and strengthen these relationships and leverage the expertise that such partnerships bring to RCSI.

We aim to achieve this goal by:

<p><b>1. Developing our partnership with clinicians and developing Academic Health Centre(s)</b></p> <p>Our clinical partners are essential to our success in delivering the highest standard of clinical training to our medical, physiotherapy, pharmacy and nursing students. We aim to:</p> <ul style="list-style-type: none"> <li>• Put in place mechanisms to improve communications with our clinicians</li> <li>• Enable increased access to a number of our facilities for our clinicians</li> <li>• Continue our honorary promotions policy to recognise and award 'honorary' titles for our clinicians</li> <li>• Implement a formalised process to leverage the clinical education expertise of our clinician partners</li> <li>• Progress the establishment of Academic Health Centre(s) to bring together our education, research and services expertise for the dual benefit of patient care and student training</li> </ul>	<p><b>2. Working strategically with complementary partners in the education sector and industry to achieve more</b></p> <p>RCSI has built strong partnerships in the education sector and industry, nationally and internationally, and aims to build on these partnerships to achieve more. In 2012 RCSI joined with DCU and NUI Maynooth to form a unique partnership – the 3U Partnership. Through the 3U Partnership we will:</p> <ul style="list-style-type: none"> <li>• Attract more international students to study in Ireland through an innovative 3U Pathway Programme</li> <li>• Enrich the academic opportunities available to our students by developing new and innovative academic programmes</li> <li>• Enhance the quality of teaching and the learning experience for our students through joint research in education and by sharing advances into best practices in teaching and learning</li> <li>• Broaden our research opportunities and the impact of our research by providing a convergent forum for complementary expertise</li> </ul> <p>RCSI will continue to seek opportunities, where appropriate, in order to grow and continue to deliver excellence in education.</p>	<p><b>3. Building stronger ties with our Alumni</b></p> <p>RCSI Alumni are a core part of our organisation and play an important role in contributing to the development of our students and programmes. We aim to:</p> <ul style="list-style-type: none"> <li>• Put in place structures so that the College can engage more effectively with our Alumni</li> <li>• Embrace new technologies to support and build this network</li> <li>• Establish processes whereby we can leverage and share the extensive knowledge and support that our Alumni can offer the College</li> <li>• Encourage and promote philanthropic activities amongst our Alumni network</li> </ul>
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## Measures of Success

Feedback from clinicians on engagement with RCSI

Establishment of Academic Health Centre(s)

Number of new academic programmes with 3U partners

Number of students enrolling in new 3U Pathway Programme

Number of 3U research papers published

Feedback from and engagement of our Alumni

## What are the key things you will see that will be different?

Proactive and regular engagement with our clinicians

Development of Academic Health Centre(s)

A 3U Pathway Programme

New and innovative academic programmes and research initiatives with our 3U partners

A structured Alumni programme

# Financial Strategy

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## Nature of RCSI

RCSI is a not-for-profit, independent academic institution. It operates primarily a self-funding financial model which must generate sufficient resources to cover both current and future capital funding requirements. The organisation must continue, therefore, to create its own future using a disciplined approach to financial stewardship to support delivery of quality education programmes.

The College generates revenue from those activities that are core to the organisation's Mission, such as Education, Training and Research, and from those that provide a valuable source of revenue, such as that raised from its endowment portfolio and fundraising activities. The College also raises funds through loan financing for projects of a capital expenditure or working capital nature. The organisation must have a positive net cash flow after meeting its day-to-day expenses, to ensure it can meet its commitments in respect of working capital, debt servicing and infrastructural investments.

Over the past number of years the College has faced economic challenges similar to those experienced by many organisations. These challenges include significant debt levels, falling asset values, pension deficits, limited liquidity in the marketplace and unprecedented volatility in the financial markets.

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## Progress Made Over the Last Number of Years

Despite this adversity, management and staff have worked diligently to implement the financial strategy adopted over the last number of years of growing income and tight management of costs, while maintaining service levels.

The result of this strategy has seen:

- The College's operating financial performance improve year on year
- Successful refinancing of its loan facilities
- Approval of a funding plan for the College's defined benefit pension scheme to put it on a more sustainable footing
- The development of outline plans for its property portfolio

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## Challenges and Prospects for the Future

We recognise the challenges still faced both internally and externally in Irish and overseas markets.

Risk management continues to be an underlying theme in light of these challenges. The College monitors the key business risks of market competition, interest rate

and currency risks, inflationary pressures, while ensuring regulatory compliance. We strive to work to reduce where possible the volatilities in the funding model, building contingencies and diversification in light of the uncertainties in the world in which we live. We also recognise the need to continually improve our programmes and we have identified a number of strategic initiatives and priorities for the years ahead. As a service organisation, we recognise the key role played by our staff in delivering our strategy.

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## Funding Strategy

The strategy sets out ambitious plans to support excellence in our programmes through a number of key initiatives across education, research, organisational capabilities and strategic partnerships. These are intended to be funded using both existing and new resources. New resources are planned to be generated using the growth initiatives within the strategy.

As part of RCSI's growth initiative, we have committed to an investment in increased staffing, to support our education programmes. Investment has been made in the upgrading of library facilities and student residences. A significant capital investment is planned for a 'state-of-the-art' educational facility in the city centre. These and further investment requirements have been factored into our financial projections over the next number of years.

The funding of these initiatives is dependent on a number of key assumptions including:

- The achievement of the financial performance of RCSI in line with the underlying assumptions set out in those projections and provided there is no material adverse change to those assumptions
- Funding being generally available in the banking market when required
- No negative and/or unforeseen material event or events occurring

We will ensure a structured approach to the funding of these initiatives, recognising the financial boundaries that exist. Each high-level initiative will require development of a business case to support the investment needed, followed by a rigorous review process before final approval to proceed is given. The plans and progress on these initiatives will also be subject to annual review. In this way we hope that the process will be rigorous, transparent and will help facilitate the prioritisation of resources in a measured way, to ensure their most effective use.



# RCSI Strategic Roadmap

<b>Mission</b>	'To educate, nurture and discover for the benefit of human health'												
<b>Vision</b>	'To be recognised internationally as a leading centre for professional education, research and innovation in healthcare'												
	<b>Strategic Goals</b>	<b>Key Strategic Initiatives</b>			<b>Strategic Outcomes</b>								
<b>Strategic Plan</b>	<b>EXCELLENCE in Education</b>	Deliver Excellence in Teaching Practices and Academic Programmes	Invest in Technologies and Infrastructure to Support Teaching and Learning	Provide Structured Support for and Management of our Students' Future Careers	Establishment of a Health Professions Education Centre	A New Teaching and Learning Programme for Educators	A New 'State of the Art' Academic Building	Advanced Clinical Simulation Education at Undergraduate Level	A Formalised Career Management Programme for Students				
	<b>LEADERSHIP in International Medical Education</b>	Develop and Sustain Current International Offerings	Continue to Foster and Develop an International Culture and Perspective	Establish New International Offerings and Grow and Diversify Student Base	Development of Current International Offerings	A Panel of International Staff	New International Offerings	Growth and Diversification of RCSI Student Base					
	<b>IMPACTFUL Research and Innovation in Health Sciences and Education</b>	Build on Institutional Research Capacity and Strengths and Promote Innovation	Invest Further in Research in Education, Expanding Existing Capability	Develop Communication, Interaction, Engagement and Career Opportunities for Researchers	Interdisciplinary Centres of Research	Rapid Growth of an International Research Profile in Health Professions Education		Measurement and Reporting of Key Research Metrics					
	<b>ENHANCED Organisational Capabilities</b>	Invest in and Develop our People	Enhance Internal Processes, Systems and Competencies	Invest in Information Technologies	A Best in Class HR Offering	A Transformation in Student Academic and Regulatory Affairs Services	A Financial Operating Model that Reflects our Growth and International Reach	Process Improvements and New Capabilities Across RCSI	Enhanced Institutional Performance Metrics and Reporting System	Proactive and Regular Engagement with External Regulatory Bodies and Stakeholders	Increased Communications and Marketing	An RCSI Fundraising Programme	An Enhancement of RCSI IT capability
	<b>STRONG Strategic Partnerships</b>	Develop our Partnership with Clinicians, and Develop Academic Health Centre(s)	Work Strategically with Complementary Partners in the Education Sector and Industry to Achieve More	Build Stronger Ties with Alumni	A Structured Engagement Programme with Clinicians	Development of Academic Health Centre(s)	A 3U Pathway Programme	New Innovative Initiatives with 3U Partners	A Structured Alumni Programme				
<b>Key Stakeholders and Enablers</b>	Students	Staff	Clinicians	Alumni	Partners	The Community	External Bodies and Sponsors		Financial Plan				
<b>Values</b>	Respect		Collegiality		Scholarship		Innovation						

# Measures of Success

Strategic Goal	Measures of Success
<b>EXCELLENCE</b> in Education	<ul style="list-style-type: none"> <li>• External recognition of RCSI innovations in education</li> <li>• External recognition of the calibre of RCSI educators</li> <li>• Student feedback on the quality of teaching</li> <li>• Teaching and learning portfolio of RCSI staff</li> <li>• Achievement of a nationally and internationally recognised landmark education facility</li> <li>• Metrics on success of students in their career ambitions</li> <li>• External commendations by educational and professional regulatory agencies about these educational excellence priorities</li> </ul>
<b>LEADERSHIP</b> in International Medical Education	<ul style="list-style-type: none"> <li>• Optimisation of existing capacity for international students at home and overseas</li> <li>• Growth of additional capacity for international students at home and overseas</li> <li>• Number of student placements internationally</li> <li>• Ability to successfully fill international staffing requirements</li> </ul>
<b>IMPACTFUL</b> Research and Innovation in Health Sciences and Education	<ul style="list-style-type: none"> <li>• Growth in grant revenue</li> <li>• Number of industrial collaborations</li> <li>• Amount of intellectual property (IP) revenue</li> <li>• Number of funded research centres</li> <li>• Successful external reviews of institutional research performance</li> <li>• Ability to report on key research metrics</li> </ul>
<b>ENHANCED</b> Organisational Capabilities	<ul style="list-style-type: none"> <li>• Employee engagement survey results</li> <li>• Student survey results</li> <li>• Increase in number of academic staff with PhDs</li> <li>• RCSI's ability to measure and report effectively on key institutional performance measures</li> <li>• Productivity uplift in College operations</li> <li>• Public profiling of RCSI nationally and internationally</li> </ul>
<b>STRONG</b> Strategic Partnerships	<ul style="list-style-type: none"> <li>• Feedback from clinicians on engagement with RCSI</li> <li>• Establishment of Academic Health Centre(s)</li> <li>• Number of new academic programmes with 3U partners</li> <li>• Number of students enrolling in new 3U Pathway Programme</li> <li>• Number of 3U research papers published</li> <li>• Feedback from and engagement of our Alumni</li> </ul>



# Implementation Approach

In order to deliver on our strategy and successfully manage and review progress, we will establish an overall strategic programme comprising a number of specific projects.

Some of these projects are already underway. Each project will have dedicated resources and an overall project owner from the Senior Management Team.

Detailed plans will be produced for each of these projects. The Senior Management Team will regularly review plans and progress against key deliverables, milestones and Key Performance Measures (KPIs).

Additionally, the Strategic Plan will be reviewed on an annual basis over the course of the five-year period.

Through the delivery of these projects, and by rigorous project management and the regular review of our Strategic Plan over the next five years, we are confident that together we will successfully deliver on our strategy.

Strategic Projects/Initiatives
Establish a Health Professions Education Centre
Develop and Deliver a New Teaching and Learning Programme for RCSI Educators
Build a New 'State-of-the-Art' Academic Building
Develop and Deliver Advanced Clinical Simulation Education Programmes at Undergraduate Level
Develop a Formalised Career Management Programme for Students
Develop and Sustain Current International Offerings
Develop a Panel of International Staff
Identify and Implement New International Offerings
Grow and Diversify RCSI's International Student Base
Establish Interdisciplinary Centres of Research
Develop an International Research Profile in Health Professions Education (Note this project will be incorporated into the project to 'Establish a Health Professions Education Centre')
Identify and Apply Metrics for Research Assessment
Develop a Best in Class HR Offering
Transform Student Academic and Regulatory Affairs Services
Develop RCSI's Financial Operating Model to Reflect its Growth and International Reach
Deliver Process Improvements and New Capabilities across RCSI (Initial Pilot in HR and Finance)
Enhance Institutional Performance Metrics and Reporting System
Engage Regularly and Proactively with External Regulatory Bodies and Stakeholders
Develop and Deliver a Proactive Communications and Marketing Strategy
Establish an RCSI Fundraising Programme
Enhance RCSI IT Capability
Build RCSI's Relationship with Clinical Partners
Develop Academic Health Centre(s)
Implement the 3U Pathway Programme
Develop and Implement 3U Academic and Research Initiatives
Develop a Structured Alumni Programme

# High Level Project Plans

## Project Name

**Establish a Health Professions Education Centre and Develop an International Research Profile in Health Professions Education**

## Key Strategic Goal Aligned

Excellence in Education

Impactful Research and Innovation in Health Sciences and Education

## Project Description and Scope

Innovation in health professions education is a core element of RCSI's foundation and continuance. An internal research and development group called the Medical Education Research Group (MERG) has been formed in recent years, to more formally address and assess related innovation and research. Staff have undertaken research and innovation activities, including the College's Institute of Leadership which offers a Masters Programme in Health Professions Education.

The purpose of this project is to establish an RCSI Health Professions Education Centre within the Faculty of Medicine and Health Sciences. The key objectives of this Centre are:

- To support RCSI Schools in fostering innovation in curriculum design, implementation and renewal; and in adopting the latest pedagogic techniques
- To raise the profile of RCSI's educational activities and innovations through international peer-reviewed research publications

## Senior Management Project Owner

Dean, Faculty of Medicine and Health Sciences & Director of Research

## Key Milestones and Deliverables

- Recruit a Professor of Health Professions Education
- Develop a strategic plan for health professions education research and training at RCSI
- Develop an engagement plan with staff, students and relevant stakeholders to deliver high-impact, peer-reviewed publications in health professions education ('researching your educational work')
- Establish a health professions education research support system to advise on funding, delivery and publishing
- Consolidate RCSI approaches to teaching assessment/metrics (e.g. student evaluation, peer review)
- Consolidate the Educator in Residence Programme
- Develop a forum for the introduction of new teaching practices into academic programmes as appropriate

## Key Performance Indicators

- Number of publications in health professions education (HPE)
- Number of postgraduate degrees awarded in HPE
- Scholarly activities undertaken (e.g. conferences held, presentations at academic meetings), representing RCSI's role in health professions education





**Project Name****Develop and Deliver a Teaching and Learning Programme for RCSI Educators****Key Strategic Goal Aligned**

Excellence in Education

**Project Description and Scope**

RCSI is investing in the establishment of a Health Professions Education Centre. An integral part of this Centre will be research into best practices in education, and the inclusion or consolidation of these practices in our academic programmes.

This project will develop a structured teaching and learning programme for our educators so that they have an opportunity to evaluate their current skills, develop new skills, and apply new methods in their teaching practices.

This will support our collective goal to strive for continuous improvement and educational excellence in our programme delivery.

**Senior Management Project Owner**

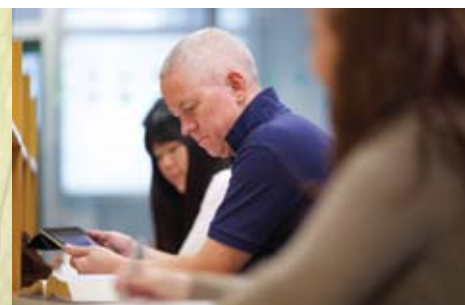
Dean, Faculty of Medicine and Health Sciences

**Key Milestones and Deliverables**

- Establish a pilot peer evaluation of teaching programme
- Consolidate research evidence to inform best practice in health professions education for RCSI programmes
- Develop a competency framework tailored for teaching in higher education in health professional education settings
- Perform a skills and gap analysis of current teaching practices and competencies
- Develop a teaching and learning programme, leveraging courses/modules with 3U partnerships as appropriate
- Introduce a formal teaching and learning programme to RCSI educators
- Work with our educators to create individual learning programmes based on their individual skills and needs

**Key Performance Indicators**

- Student feedback survey
- Staff uptake and evaluation of peer review of teaching
- Numbers completing formal teaching and learning programme



## High Level Project Plans

Continued

### Project Name

#### Build a new 'State-of-the-Art' Academic Building

### Key Strategic Goal Aligned

Excellence in Education

### Project Description and Scope

RCSI is committed to providing excellence in education and a positive experience for students within world-class facilities. Delivery of a 'state-of-the-art' academic centre is a major initiative to support the achievement of this goal.

The purpose of this project is to develop the plans for the implementation of this new building and to manage the overall development and build.

### Senior Management Project Owner

Director of Corporate Strategy

### Key Milestones and Deliverables

- Develop plans and submit planning application
- Develop and execute a marketing strategy and plan to secure additional revenue for the new academic centre
- Identify and secure funding arrangements for the new building
- Initiate the tendering process for the build and select a provider
- Commence build
- Work with the organisation and IT to identify infrastructure and IT requirements for the new Centre
- Develop and manage 'fit-out' and transition plans

### Key Performance Indicators

- Delivery of facility on time and within project cost
- Achievement of required enhancement of educational experience for students and staff
- Achievement of required enhancement of surgery facilities for students and staff
- Achievement of nationally and internationally recognised landmark education facility





**Project Name****Develop and Deliver Advanced Clinical Simulation Education Programmes at Undergraduate Level****Key Strategic Goal Aligned**

Excellence in Education

**Project Description and Scope**

A fundamental challenge to health professional education, particularly but not confined to medical education, is a shortage of clinical training capacity – this is particularly acute in the traditional training realm of hospitals but also now in community settings.

Larger numbers of students means shortages and also highlights the challenges of delivering a uniformly high standard of skills development and assessment across the student body and settings. This challenge is international, with training demand hampered by lack of capacity.

This project will develop and evaluate an integrated simulation skills programme to enable all undergraduate medical students to receive uniformly high-quality, ‘in vitro’ skills development, followed by ‘in vivo’ exposure to the increasingly constrained access to patients in clinical sites. Lessons on simulated education learned from and for other RCSI programmes will be captured.

**Senior Management Project Owner**

Dean, Faculty of Medicine and Health Sciences

**Key Milestones and Deliverables****Phase 1 – Research and Assessment**

- Review best practice in simulation in medical education internationally, with focus on best fit for undergraduate needs
- Review current RCSI programmes and recommendations for simulation developments in undergraduate medicine
- Develop a business case for programme development over four years (pre/post development of new academic building)

**Phase 2 – Planning and Implementation**

- Develop and commence delivery of a plan for personnel (staff, simulated patients and patient ‘experts’) and training needs for simulation programme delivery in undergraduate medicine
- Commence delivery of Phase 1 of simulation in Intermediate Cycle programme
- Complete plans for Phase 2 simulation
- Commence delivery of Phase 2
- Complete curriculum and resource plans for delivery of full simulation programme in new academic building

**Key Performance Indicators**

- Curriculum and assessment changes to incorporate simulation
- Portfolio of varied simulation activities across undergraduate courses
- Increased student confidence in clinical skills development



## High Level Project Plans

### Continued

#### Project Name

### Develop a Formalised Career Management Programme for Students

#### Key Strategic Goal Aligned

Excellence in Education

#### Project Description and Scope

RCSI recognises that in order to deliver excellence in education to our students we need to prepare them as best we can for successful careers after graduation, and recognise the diversity of the careers they will pursue in varied and changing international markets.

The aim of this project is to develop individual career plans for our students and put in place mechanisms and resources to provide career management and support as part of their overall education programme at RCSI.

#### Senior Management Project Owner

Dean, Faculty of Medicine and Health Sciences

#### Key Milestones and Deliverables

- Establish a student career management planning group
- Define career management needs for students – undergraduate and postgraduate (healthcare professional and research focused)
- Design a comprehensive career management programme
- Define a phased delivery approach to the career management programme
- Define roles and responsibilities regarding career management for students, e.g. role of mentors, honorary and College staff, Alumni, fellow students and student groups
- Identify and offer career development skills training to students, e.g. interview, presentation and CV development skills
- Establish career placement opportunities in conjunction with external partners to build skills and prepare students for successful careers
- Commence full career management programme

#### Key Performance Indicators

- Student and graduate perspectives on career planning support from RCSI
- Staff perspective on student career planning programme
- External stakeholder feedback on graduates' career planning





**Project Name****Develop and Sustain Current International Offerings****Key Strategic Goal Aligned**

Leadership in International Medical Education

**Project Description and Scope**

RCSI currently has international offerings in Perdana, Bahrain, Dubai and Penang.

The aim of this project is to deliver in a co-ordinated way, initiatives required to sustain these offerings, and initiatives required to develop these offerings in accordance with plans and strategies for the specific geographies.

**Senior Management Project Owner**

Perdana – Dean, Faculty of Medicine and Health Sciences & Director of Corporate Strategy

Bahrain and Dubai – CEO

Penang – CEO

**Key Milestones and Deliverables****Perdana University (PU-RCSI Programme)**

- Complete the delivery of years 2-5 of undergraduate programme (incorporating staff selection, curriculum training and transfer)
- Ensure that annual quality accreditations for programme are delivered to allow for RCSI/NUI graduation in 2016
- Manage RCSI academic staff secondments and replacements
- Manage business aspects of Perdana – RCSI contract

**RCSI Bahrain**

- Monitor and support RCSI Bahrain's Strategic Plan 2012–2017
- Continue to ensure that RCSI's operations in Bahrain are carried out in a manner that results in the achievement of RCSI's educational, operational and financial goals (2013–2017)

**RCSI Dubai**

- Given RCSI's presence in Dubai (through the Institute of Leadership), consider what other new offerings (if any) could be provided within the UAE market (2013)

**Penang Medical College (PMC)**

- Develop and agree a shareholder agreement with our joint shareholder, UCD
- Develop and agree a strategy for PMC and agree this with UCD and the PMC board
- Plan and deliver first joint RCSI and UCD quality review of PMC
- Develop RCSI's educational and business relationship with PMC local management

**Key Performance Indicators**

- Strategic plans agreed for each of these geographies
- Delivery against strategic plans and goals



## High Level Project Plans

Continued

### Project Name

#### Develop a Panel of International Staff

### Key Strategic Goal Aligned

Leadership in International Medical Education

### Project Description and Scope

Staffing our international positions is a priority for RCSI and has become increasingly challenging. It is important that RCSI is proactive in how it secures resources to work in its international campuses and looks at innovative ways to meet the resource demand for international roles whilst maintaining excellence in delivery of education.

This project will look at developing and implementing an overall international recruitment and retention programme for staff.

### Senior Management Project Owner

Director of HR

### Key Milestones and Deliverables

- Identify the current and projected resource demand for our international campuses over the next five years
- Hold focus groups to identify innovative solutions to meet international resourcing demand involving both internal and external solutions, leveraging private sector experience
- Develop an overall international recruitment framework – processes, roles and responsibilities, measures and reporting

### Key Performance Indicators

- International vacancies filled in a timely and cost-effective manner





**Project Name****Identify and Implement New International Offerings****Key Strategic Goal Aligned**

Leadership in International Medical Education

**Project Description and Scope**

A key strategic goal for RCSI in the next five years is to grow internationally.

This project aims to assess, in a co-ordinated approach, opportunities for RCSI to grow internationally. It will investigate new markets and geographies where we can provide current RCSI offerings and models of operation, and also new offerings in which RCSI can work internationally.

This project will comprise two phases:

**Phase 1** – Investigate, Assess, Decide

**Phase 2** – Plan and Implement

**Senior Management Project Owner**

Director of Corporate Strategy

**Key Milestones and Deliverables****Phase 1 – Investigate, Assess, Decide**

- Design/agree standard criteria for assessment of markets/geographies, including operational, financial investment and return, reputation and country risk elements
- Agree the programmes, markets and geographies to be assessed
- Conduct assessments of new markets/geographies
- Agree what geographies/models to assess further
- Develop business case(s)
- Decide on what new geographies/models to establish

**Phase 2 – Plan and Implement**

- Develop implementation and resource plans
- Establish new international offering(s)

**Key Performance Indicators**

- **Revenue:** Material increase in revenues from new international offering in financial year ending 2016/2017
- **Margin:** Achieve an appropriate and defined margin over agreed timeline
- **Capacity:** Material capacity increase in available student intake places by 2016/17
- **Student Mix:** Broaden student geographic mix through increase in student numbers from new geographies



## High Level Project Plans

### Continued

#### Project Name

### Grow and Diversify RCSI's International Student Base

#### Key Strategic Goal Aligned

Leadership in International Medical Education

#### Project Description and Scope

Student recruitment is of strategic importance to the College as the income generated through student fees is essential to run, maintain and grow RCSI.

The College operates in a competitive environment as many state-funded universities increasingly look towards international students as a source of revenue to bridge the gap between Exchequer funding and the costs of running their institutions.

The purpose of this project is to establish a planned approach and set of initiatives to attain an optimal profile of international students to achieve security of student intake while maximising quality.

This project aims to define the five-year plan for student recruitment within RCSI. It will be a roadmap to develop student recruitment in existing and new markets and identify opportunities for growth.

The plan will identify key stakeholders in each market and describe a student recruitment strategy for each group.

RCSI recognises that its current students and graduates are its greatest marketing resource and that all staff have a role to play in student recruitment. The plan will seek to highlight and involve the wider RCSI community of Alumni in this important function.

#### Senior Management Project Owner

CEO

#### Key Milestones and Deliverables

- Develop high-level student recruitment strategy with outline market mix for five years
- Develop operational plans to implement the strategy
- Deliver multi-year memorandum of understanding (MOU)/ agreements with key sponsors
- Review and refine RCSI application systems
- Increase the utilisation of social media and the web as marketing tools
- Increase the involvement of students and graduates as RCSI ambassadors
- Define metrics and mechanisms for measurement and reporting, e.g. around student numbers, nationality, conversion rates of applicants

#### Key Performance Indicators

- MOUs with sponsors
- Rebalancing international profile through growth in new markets
- Applicant numbers
- Conversation rates of offers to acceptances



**Project Name****Establish Interdisciplinary Centres of Research****Key Strategic Goal Aligned**

Impactful Research and Innovation in Health Sciences and Education

**Project Description and Scope**

The Irish research funding landscape has changed dramatically over the past two years, with major amounts of infrastructural and research funding going towards the development and maintenance of large-scale research centres and strategic research clusters in prioritised areas of research.

It is imperative that RCSI aligns its strategy to the national and European research funding priorities and focuses its support in areas that are competitive and sustainable. This requires a greater focus on areas of research in which RCSI researchers are competitive and have intra and inter-institutional collaborative links of a significant scale, which can deliver, through the establishment of centres, innovative multidisciplinary research programmes that can be translated into clinical outcomes, products or new technologies.

The purpose of this project is to establish a planned approach and set of initiatives in order to focus and realign RCSI research strategy to national and European research strategies.

**Senior Management Project Owner**

Director of Research

**Key Milestones and Deliverables**

- Review our research capabilities to identify and develop collaborative networks within RCSI, Ireland and abroad that:
  - can deliver inter-disciplinary expertise and synergy for the development of disease biomarkers, therapeutics and medical devices and
  - can attract industry support
- Review and enhance the standards of research and infrastructures where they are required to meet industry standards
- Ensure that the centres have a clear governance and management structure, are equipped with the resources required (quality infrastructures and support staff) and have a strategic plan in place to ensure their sustainability
- Launch and branding of collaborative network(s) as an inter-institutional centre(s) of excellence
- Recruit an Industrial Liaison Officer
- Establish collaborative research agreements with industry partners and hospitals
- Develop training and career development opportunities that can mutually benefit centres and researchers at all levels

**Key Performance Indicators**

- Number of collaborative, inter-institutional publications and funding awards and intellectual property
- Amount of industry support
- Positive feedback from external reviews
- Successful centre grant applications
- Successful number of European grant applications





## High Level Project Plans

### Continued

#### Project Name

### Identify and Apply Metrics for Research Assessment

#### Key Strategic Goal Aligned

Impactful Research and Innovation in Health Sciences and Education

#### Project Description and Scope

The introduction of research metrics and performance review will deliver a more pragmatic and impact-based approach to strategic planning for research, facilitate strategic decision making and nourish a culture of quality enhancement in research.

The purpose of this project is to define these metrics and put in place the necessary processes, tools and reports to effectively measure and report on these metrics.

Research performance metrics will be used to undertake a review of RCSI research and to inform and review the implementation of the research strategy action plan.

#### Senior Management Project Owner

Director of Research

## Key Milestones and Deliverables

### Phase 1 – Definition/Scoping/Planning

- Define and agree research metrics, a research assessment methodology and areas of application for RCSI
- Define IT requirements to facilitate bibliometric data updates/collation and more advanced reporting tools
- Design/define support processes, roles and responsibilities
- Develop and approve reporting template

### Phase 2 - Implementation

- Implement IT solution (e.g. enhancements to Research Database/integration with other IT systems such as the Library)
- Issue first research metrics/performance report
- Conduct an internal and external review of metrics
- Review and update research strategy/plan informed by performance review

## Key Performance Indicators

- Positive feedback from external institutional review
- Enhanced research productivity (long-term)
- Increased number of up-to-date research profiles on research database and public sites



**Project Name****Develop a Best in Class HR Offering****Key Strategic Goal Aligned**

Enhanced Organisational Capabilities

**Project Description and Scope**

RCSI is committed to investing in and developing its people. It strives to inspire and support staff as leaders in healthcare education and research.

The project will define, design and implement a new way of working for HR that is customer focused and realises the full potential of our people.

This transformation in HR will involve many aspects of the current HR offering. It will comprise a number of significant improvements to our HR processes and systems. It will also include the implementation of new initiatives centred around our strategic objectives to enhance RCSI organisational capabilities and be a leader in international medical education.

**Senior Management Project Owner**

Director of HR

**Key Milestones and Deliverables**

- Establish a new departmental partnership model
- Review and improve our end-to-end recruitment process
- Design and implement processes around the promotion of international mobility of our staff
- Implement a new HR information system
- Establish a new learning and development programme within HR
- Design and implement new initiatives around employee engagement – both tactical actions and longer-term strategic initiatives
- Implement a new Professional Development Planning Process across RCSI
- Develop and deliver a leadership development programme
- Develop and deliver a training programme to all staff around what they can do to support ‘a positive experience and journey’ for all our students
- Develop and deliver change management and project management training to RCSI staff

**Key Performance Indicators**

- Results of staff satisfaction survey
- Improved metrics around fulfilling international resource requirements, e.g. turnaround time and candidate fit
- Ability to provide accurate and timely reports around employee data



## High Level Project Plans

### Continued

#### Project Name

### Transform Student Academic and Regulatory Affairs Services

#### Key Strategic Goal Aligned

Enhanced Organisational Capabilities

#### Project Description and Scope

Core administrative functions to support academic and regulatory activities for our students have evolved in a manner that is now beyond capacity for the delivery of high-quality, reliable and accessible functions in RCSI's expanded range of activities and locations. Registration, records and examinations management across RCSI's diverse courses and across international sites requires a new, integrated system.

Student focus, responsiveness, fairness and transparency are important principles in a new registry. Similarly a diverse and stimulating work environment, with visibility of the overall processes, is needed in order to deliver a team-based, quality service. Additionally, an opportunity to develop and progress in that system is important for staff development.

This project will deliver a number of initiatives to support the vision for RCSI's registry – Student Academic and Regulatory Affairs (SARA). This project is currently underway and a number of initiatives in phase 1 have already been successfully delivered.

#### Senior Management Project Owner

Dean, Faculty of Medicine and Health Sciences

### Key Milestones and Deliverables

#### Phase 1

- Relocation of staff to new Student Academic and Regulatory Affairs (SARA) offices
- Re-design of SARA activities and internal reporting processes
- Process Improvement (phase 1) – Define and document student academic processes
- Systems Enhancements (phase 1) – Identify and implement readily made enhancements to Quercus IT system

#### Phase 2

- Process Improvement (phase 2) – Continuous improvement of Student Academic Affairs processes
- Systems Enhancements (phase 2) – Identify and implement enhancement to the Quercus IT system
- Develop an overall Student Charter as the template for all student-facing services in how they deal with students and update student survey to reflect principles in Student Charter

### Key Performance Indicators

- Results from student survey
- More efficient reporting from Quercus IT system
- Data capturing system, documenting service challenges, resolutions and evidence of continual risk reduction





**Project Name****Develop RCSI's Financial Operating Model to Reflect its Growth and International Reach****Key Strategic Goal Aligned**

Enhanced Organisational Capabilities

**Project Description and Scope**

Our financial strategy is a key enabler of our Strategic Plan. It is important that our financial strategy and our financial operations are robust yet flexible to deal with the current economic climate, whilst still enabling our international expansion plans and strategic objectives.

The purpose of this project is to put in place structures, processes and systems to ensure disciplined financial stewardship of an international organisation. This will involve:

- Developing a cost-effective and sustainable funding model to support the organisation's strategy
- Building on existing financial management and control systems to ensure that effective systems are in place
- Delivering timely, accurate and relevant management and financial information in order to support decision making
- Overseeing regulatory compliance and ensuring that our systems, processes and reports can support changing requirements

**Senior Management Project Owner**

Director of Finance

**Key Milestones and Deliverables**

- Develop a financial strategy and funding model for RCSI that incorporates longer-term funding
- Develop and implement a new financial operating model including a review of the end-to-end processes to support RCSI operations and strategy
- Implement a new integrated HR/payroll system in conjunction with HR
- Deliver improved management information and financial reporting across RCSI
- Review international campus reporting processes and build relationships with overseas and existing budget holders
- Develop and implement processes and controls to identify compliance change requirements and to ensure that these changes are incorporated into our existing systems and processes, ensuring on-going compliance
- Develop a strategic plan of implementation for the financial team to ensure delivery of our strategy

**Key Performance Indicators**

- Longer-term funding in place
- Ability to provide accurate and timely management information and financial reports
- Continued regulatory compliance



# High Level Project Plans

Continued

## Project Name

**Deliver Process Improvements and New Capabilities across RCSI (Initial Pilot in HR and Finance)**

## Key Strategic Goal Aligned

Enhanced Organisational Capabilities

## Project Description and Scope

It is good practice to review our internal processes to ensure that they are efficient and meet the service levels expected of our students and staff.

This project will initially pilot a review and re-design of the HR and finance processes and service delivery models in order to improve these processes, drive out operational inefficiencies, increase productivity and deliver an improved service to RCSI staff.

It would be envisioned that following the success of this pilot, this activity may be beneficial to other areas within RCSI, e.g. IT, Student Services.

## Senior Management Project Owner

Director of HR & Director of Finance

## Key Milestones and Deliverables

- As-is process definition and gap analysis
- Define to-be operating model, processes, roles and process measures
- Define to-be supporting tools and technology requirements/enhancements
- Implement new processes, technologies, roles and responsibilities
- Conduct a post implementation benefits realisation

## Key Performance Indicators

- Improved employee satisfaction
- Improved turn-around times
- Improved reporting capabilities



**Project Name****Enhance Institutional Performance Metrics and Reporting System****Key Strategic Goal Aligned**

Enhanced Organisational Capabilities

**Project Description and Scope**

There are key institutional performance metrics that RCSI will measure in order to ensure excellence and growth. A number of these measures have been identified through the development of the RCSI Medicine and Health Sciences strategy. However, there also may be other measures that should be considered.

The purpose of this project is to identify a set of key institutional measures for RCSI and put in place the necessary processes, reporting measures and tools to accurately and efficiently report against these measures.

**Senior Management Project Owner**

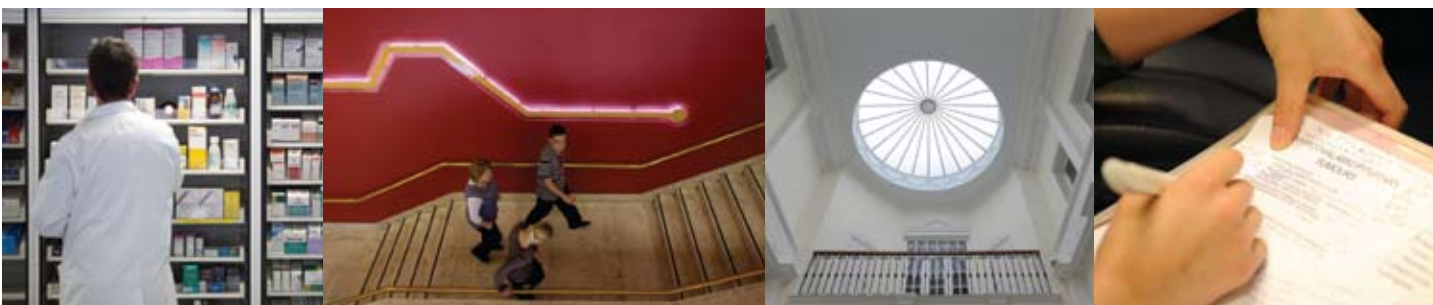
CEO

**Key Milestones and Deliverables**

- Define and agree scope of work
- Identify a set of key institutional metrics for RCSI
- Design an overall metric framework for RCSI, to include (a) metrics, (b) mechanisms/tools required to measure these metrics, (c) owners for metrics, (d) processes for collating data and reporting
- Define and implement IT requirements to gather and report on data
- Implement metric framework and dashboard

**Key Performance Indicators**

RCSI's ability to efficiently report on metric data





## High Level Project Plans

### Continued

#### Project Name

### Engage Regularly and Proactively with External Regulatory Bodies and Stakeholders

#### Key Strategic Goal Aligned

Enhanced Organisational Capability

#### Project Description and Scope

RCSI has many external regulatory bodies and stakeholders such as central government, opposition, leadership in government departments, state agencies, the Health Services Executive, the Higher Education Authority, the Health Research Board, Science Foundation Ireland, the Medical Council, industry and international sponsors.

It is recognised that by fostering current links with these bodies, and being proactive in our engagement, RCSI will remain responsive to issues impacting higher education, national health services and research priorities, and RCSI.

This project will develop a planned programme of engagement with external stakeholders and regulatory bodies.

#### Senior Management Project Owner

CEO

#### Key Milestones and Deliverables

- Conduct an external stakeholder analysis and mapping exercise
- Assign senior management members to be responsible for relationship with specific stakeholders
- Create an overall stakeholder engagement plan
- Put in place mechanisms for capturing and sharing key stakeholder information
- Undertake ongoing stakeholder management and stakeholder analysis

#### Key Performance Indicators

- Evidence of proactive engagement with stakeholders
- In-depth knowledge base of our key external stakeholders



**Project Name****Develop and Deliver a Proactive Communications and Marketing Strategy****Key Strategic Goal Aligned**

Enhanced Organisational Capability

**Project Description and Scope**

It is important, particularly given the intensification of competition in the international higher education landscape, that RCSI continually looks to raise its profile, to create a deeper awareness of the College and its activities and to ensure that RCSI is associated with the positive attributes as set out in its key strategic goals.

This project will deliver initiatives to actively promote and improve communication of the College's successes and distinctiveness to local, regional, national and international stakeholders.

Overall the project will ensure that into the future, RCSI is a more widely recognised and appreciated brand of excellence through endeavour for the benefit of human health in Ireland and internationally.

**Senior Management Project Owner**

CEO

**Key Milestones and Deliverables**

- Conduct a review of the Communications organisation and capabilities and develop a 'to-be' operating model
- Conduct a review of the RCSI Brand Essence
- Develop an overall strategic and integrated marketing campaign for RCSI
- Develop an overall communications strategy and plan for internal and external audience
- Develop an in-house graphic design and strategic marketing capability
- Work with our 3U partners to promote 3U and 3U initiatives
- Work with the hospital partners to promote awareness of the Academic Health Centre(s)

**Key Performance Indicators**

- Positive results of external audit of RCSI communications activities
- An increased RCSI brand awareness



## High Level Project Plans

Continued

### Project Name

#### Establish an RCSI Fundraising Programme

### Key Strategic Goal Aligned

Enhanced Organisational Capability

### Project Description and Scope

In order to support the delivery of its strategy, it is important that RCSI optimises its fundraising performance.

The purpose of this project is to establish an RCSI fundraising programme and put in place the necessary resourcing and governance, and develop an overall strategy and plan to ensure that our approach to fundraising efforts and activities are co-ordinated and successful.

### Senior Management Project Owner

CEO

### Key Milestones and Deliverables

- Develop a fundraising strategy which will seek to raise support for our Vision
- Establish a fundraising structure that will lead and support the Senior Management Team in developing and managing a fundraising programme for RCSI
- Develop an overall fundraising plan and an engagement programme for potential donors, philanthropists and companies
- Build best practice for high level donor engagement
- On-going review and modification of fundraising strategy and plan as required

### Key Performance Indicators

- Progress on fundraising initiatives in terms of delivery and targets reached
- The identification of and active engagement with key donors





**Project Name****Enhance RCSI IT Capability****Key Strategic Goal Aligned**

Enhanced Organisational Capability

**Project Description and Scope**

A key objective of the RCSI strategy is to enhance our IT capability.

RCSI aims to implement technologies that will ensure we are best in class in our IT capability, and that we are positioned to embrace new technologies and further international expansion.

The purpose of this project is to provide the highest quality technology-based services and innovative solutions, in the most cost-effective and efficient manner, to enhance the College's IT infrastructure and support the College's strategic projects and initiatives.

**Senior Management Project Owner**

Director of HR

- Work with the Research Institute to understand their IT requirements, and identify and implement the right solution for the Institute
- Work with the Department of Surgical Affairs to understand their IT requirements, and identify and implement the right solution for the Department
- Work with educators to deliver an e-learning pilot for RCSI and establish an overall e-learning framework and principles based on this pilot. This team will comprise IT staff, the Curriculum Innovator (Faculty), the Learning and Development Manager (HR) and the 'ready-to-go' e-learning project teams on professionalism (Faculty Executive), global health (Epidemiology) and nursing
- Work with the HR/Payroll Project Manager to implement the new HR and Payroll System, and the SARA Project Manager to implement the enhancements to the Quercus IT System
- Identify and deliver the enhancements required to IT systems and applications to measure key metrics identified by the strategy
- Put in place the necessary infrastructure to enable the delivery and support of the medical programme's simulation training programme
- Define, design, build and implement IT infrastructure for the new academic building

**Key Milestones and Deliverables**

- Review RCSI current IT operations and IT operating model and develop a vision of an IT operating model for RCSI informed by best practice and from input/feedback from staff and students on their requirements/preferences
- Define and agree the requirements, business case and plans for the development of a virtual environment for our students and the upgrade and expansion of the current WiFi network
- Define and agree the requirements, costs and plans for single sign-on for users to all systems, and the integration of systems
- Work with the Alumni Office, the Clinicians Relationship Manager, the Communications Manager and the Career Development Manager to define IT requirements that will support their initiatives and to identify and implement the right solutions across RCSI

**Key Performance Indicators**

- IT infrastructure that supports the strategic objectives of RCSI
- IT system integration that enhances the effectiveness and efficiencies of back-end processes
- End-user applications that enable RCSI to achieve its strategic objectives
- A framework and structure that support the development and use of e-learning across RCSI and its partners, to achieve strategic goals

## High Level Project Plans

### Continued

#### Project Name

### Build RCSI's Relationship with Clinical Partners

#### Key Strategic Goal Aligned

Strong Strategic Partners

#### Project Description and Scope

Clinical colleagues are essential to RCSI's success in delivering the highest standard of clinical training and research support to its medical, physiotherapy, pharmacy, nursing and postgraduate research students.

We are committed to further developing our partnership with our clinicians through increased communication, facilities access and recognition initiatives. This project will define and put in place processes, mechanisms and resources to increase communication and engagement with our clinicians.

#### Senior Management Project Owner

Dean, Faculty of Medicine and Health Sciences

#### Key Milestones and Deliverables

- Appoint a Clinical Relationships Manager
- Develop an annual communications and engagement plan with clinicians, e.g. regional meetings with RCSI teaching hospitals and community specialists
- Develop a clinicians' database and formalise mechanisms for ongoing renewal
- Establish a plan to develop close links with Human Resources Departments in RCSI-affiliated hospitals – identifying new clinician staff and introducing them to RCSI
- Establish a formal mechanism to include clinicians in the development and updating of academic programmes
- Establish a formal mechanism to include individual clinicians and hospitals in RCSI's research activities
- Provide enhanced access for clinicians to College facilities and resources
- Establish a programme of annual teaching awards for clinicians
- Continue the Honorary Academic Promotions pathway for our clinicians across relevant disciplines

#### Key Performance Indicators

- Number of honorary academic clinician appointments
- Active engagement initiatives with clinicians
- RCSI-affiliated publications from clinician staff



**Project Name****Develop Academic Health Centre(s)****Key Strategic Goal Aligned**

Strong Strategic Partners

**Project Description and Scope**

Working with our teaching hospitals to develop Academic Health Centres is a strategic priority for RCSI.

This project will aim to:

- Position RCSI as the lead academic partner in the creation of Academic Health Centres (AHCs) with the overall purpose of improving the quality of care delivered to patients in the AHC
- Ensure the integration of education, research and clinical care within the AHC to improve the quality of patient care
- Where RCSI is not the lead academic partner in a teaching hospital, ensure that RCSI students and faculty receive appropriate support

**Senior Management Project Owner**

CEO

**Key Milestones and Deliverables**

- Work with partner hospitals to create or support Academic Health Centres linked to RCSI
- Participate in the governance of the main RCSI-associated Dublin hospitals AHC through appointment to governing boards
- Participate in the management of the AHC through the appointment of a Chief Academic Officer who will become a member of the hospital executive team and of RCSI senior management
- Create honorary academic and other appointments as appropriate for partner hospital senior medical, nursing and other health professional and senior administrative staff
- Support the recruitment of high-quality medical staff to the AHC through ensuring development of medical training rotations in conjunction with the appropriate training bodies
- Support the development of all professional and administrative hospital staff through education, training and development programmes
- Support the development of translational research in the AHC through leveraging RCSI research support and technology transfer

**Key Performance Indicators**

- Success in achieving an RCSI AHC hospital network
- Quality of care delivered in an RCSI-associated AHC
- Level of translational research and publications delivered in RCSI-associated AHC hospitals
- Quality of staff recruited to RCSI-associated AHC





## High Level Project Plans

### Continued

#### Project Name

### Implement the 3U Pathway Programme

#### Key Strategic Goal Aligned

Strong Strategic Partners and Leadership in International Medical Education

#### Project Description and Scope

One of the key strategic goals of the 3U Partnership is to develop a 3U Pathway programme.

The 3U Pathway Programme is a joint initiative which will be targeted at international students who wish to study at third level in Ireland but who do not meet the academic and language requirements for direct entry into the partner university programmes. It is intended that the Programme will be run as a stand-alone entity jointly owned by the 3U Partners.

The 3U Pathway Programme will be delivered from a dedicated facility, preferably in a city-centre location. The building and 3U Pathway Programme will also act to promote the 3U Partnership to a wider community through strong branding.

The purpose of this project is to develop and implement this initiative.

#### Senior Management Project Owner

RCSI Steering Group Members – CEO;  
Dean, Faculty of Medicine and Health Sciences;  
Director of Research

#### Key Milestones and Deliverables

- Approve business case with 3U Steering Group
- Identify and agree location of building to host 3U Pathway Programme
- Develop and define plans for implementation
- Recruit Head of 3U Pathway Programme
- Recruit students to enter in September 2013
- Recruit academic staff to develop programmes
- Define service-level agreements between new business and international offices of 3U partners

#### Key Performance Indicators

- Number of students recruited
- Number of programmes offered
- Sponsor satisfaction
- Academic performance of students once they enter the university



**Project Name****Develop and Implement 3U Academic and Research Initiatives****Key Strategic Goal Aligned**

Strong Strategic Partners

**Project Description and Scope**

In 2012 RCSI joined with DCU and NUI Maynooth to form a unique partnership – the 3U Partnership.

The purpose of this project is to work with our 3U partners to identify and implement new joint initiatives in the areas of research, teaching and learning, and academic programmes.

**Senior Management Project Owner**

RCSI Steering Group Members – CEO;  
Dean, Faculty of Medicine and Health Sciences;  
Director of Research

**Key Milestones and Deliverables**

- Develop and deliver the 3U Masters in Engineering and Healthcare Technologies
- Work with 3U partners on education initiatives – N-Step, collaboration in doctoral education, and sharing of continuous professional development
- Plan and hold a 3U Societal Conference
- Develop and deliver a 3U Internal Portal
- Work with the 3U Director to create an overall communications strategy for 3U Partnership
- Continue to collaborate with 3U partners in research initiatives – 3U Global Health, 3U Bio Medical, 3U Societal Challenges
- Work with 3U partners to identify new initiatives and additional joint academic programmes and research initiatives

**Key Performance Indicators**

- Number of new academic programmes developed with 3U partners
- Brand awareness of 3U Partnership
- Sum of funding secured through 3U research proposals
- Number of 3U research publications



## High Level Project Plans

### Continued

#### Project Name

### Develop a Structured Alumni Programme

#### Key Strategic Goal Aligned

Strong Strategic Partners

#### Project Description and Scope

Our Alumni are a core part of our organisation and play an important role and contribution to the development of our students and programmes.

The purpose of this project is to establish a structured Alumni development programme in order to build a strategic and sustainable relationship with our Fellows, Members and Alumni.

This project will put in place a number of initiatives, processes and structures to facilitate this relationship. It will utilise the RCSI Gathering 2013 as a key milestone in developing and delivering the programme.

#### Senior Management Project Owner

Director of Surgical Affairs

#### Key Milestones and Deliverables

- Agree a revised management/organisation structure to enable the development of a strategic Alumni relationship
- Develop clear objectives for the Alumni and Fellowship function that add value to both our Alumni and RCSI
- Support RCSI with new business development opportunities by developing a ‘who’s who’ Alumni directory of key markets
- Ensure that RCSI has the necessary database/IT systems and leverages appropriate technology to engage with Alumni in a cost-effective way
- Develop compelling engagement strategies and benefits to increase involvement with and support for RCSI
- Support students with career development and provide Alumni with opportunities to volunteer as mentors

#### Key Performance Indicators

- Alumni/Fellowship satisfaction surveys
- Fellowship ‘good-standing’ tracker
- Attendance at Alumni /Fellows events and meetings
- Participation in College education, training and mentoring





# Timeline and Key Milestones







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