



**RCSI**

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

## **RCSI Strategic Plan 2013–2017**

Faculty of Medicine and Health Sciences



# **Growth and Excellence**





**RCSI**

Our Mission

**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



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## 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.

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## 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.

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## 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.

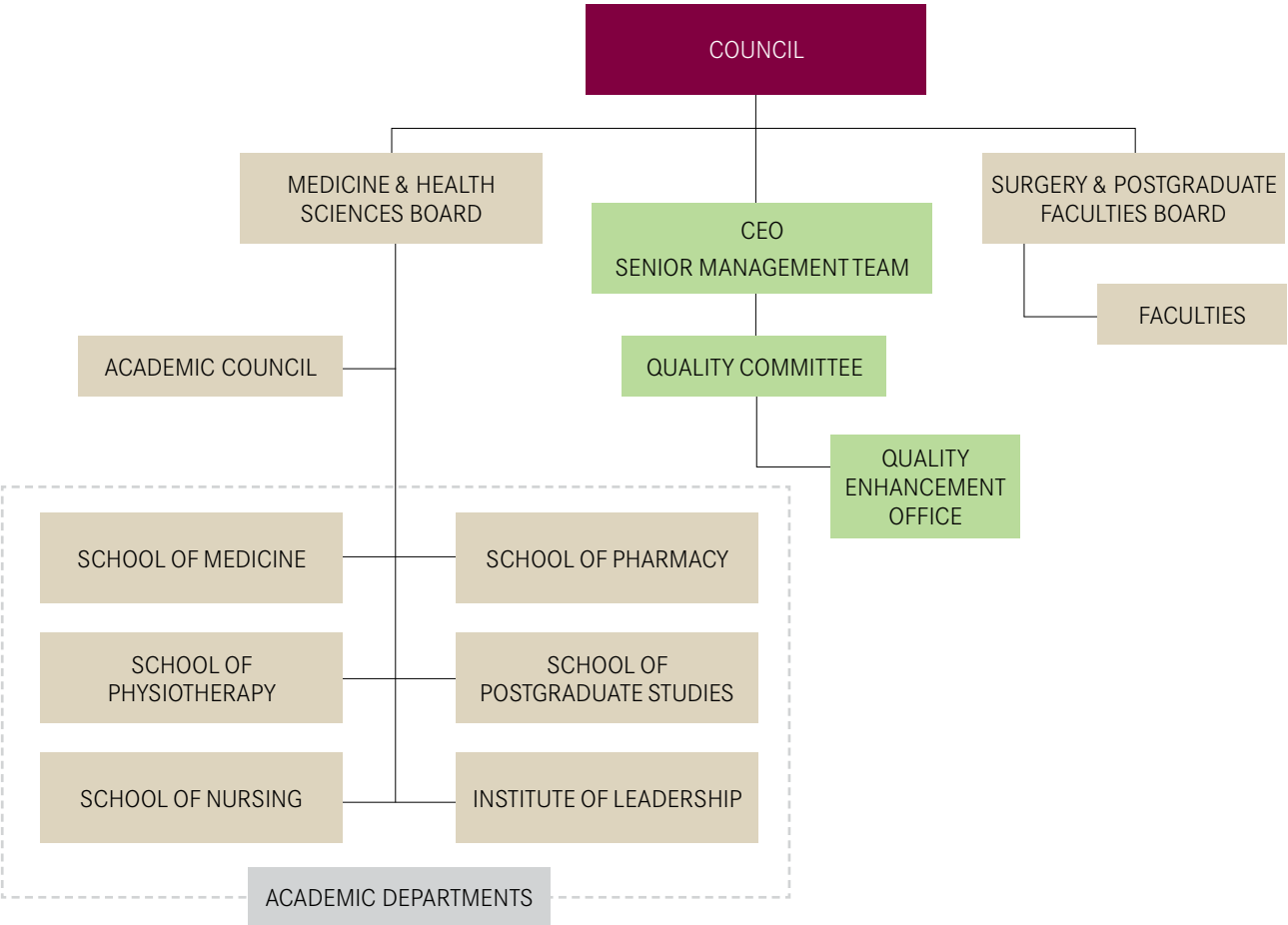
The governing body of the College is its Council, composed of twenty-one surgeons who are Fellows of the College and are elected by the College’s Fellows and Members. Council delegates a number of its main functions to The Medicine and Health Sciences Board (MHSB) and The Surgery and Postgraduate Faculties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



# RCSI

## 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





EXCELLENCE



LEADERSHIP



IMPACTFUL



ENHANCED



STRONG

## 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



# 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			Establishment of a Health Professions Education Centre		
		Invest in Technologies and Infrastructure to Support Teaching and Learning			A New Teaching and Learning Programme for Educators		
		Provide Structured Support for and Management of our Students' Future Careers			A New 'State of the Art' Academic Building		
					Advanced Clinical Simulation Education at Undergraduate Level		
	<b>LEADERSHIP in International Medical Education</b>	Develop and Sustain Current International Offerings			Development of Current International Offerings		
		Continue to Foster and Develop an International Culture and Perspective			A Panel of International Staff		
		Establish New International Offerings and Grow and Diversify Student Base			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			Interdisciplinary Centres of Research		
		Invest Further in Research in Education, Expanding Existing Capability			Rapid Growth of an International Research Profile in Health Professions Education		
		Develop Communication, Interaction, Engagement and Career Opportunities for Researchers			Measurement and Reporting of Key Research Metrics		
	<b>ENHANCED Organisational Capabilities</b>	Invest in and Develop our People			A Best in Class HR Offering		
		Enhance Internal Processes, Systems and Competencies			A Transformation in Student Academic and Regulatory Affairs Services		
					A Financial Operating Model that Reflects our Growth and International Reach		
		Invest in Information Technologies			Process Improvements and New Capabilities Across RCSI		
					Enhanced Institutional Performance Metrics and Reporting System		
					Proactive and Regular Engagement with External Regulatory Bodies and Stakeholders		
	<b>STRONG Strategic Partnerships</b>	Develop our Partnership with Clinicians, and Develop Academic Health Centre(s)			A Structured Engagement Programme with Clinicians		
		Work Strategically with Complementary Partners in the Education Sector and Industry to Achieve More			Development of Academic Health Centre(s)		
					A 3U Pathway Programme		
Build Stronger Ties with Alumni			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

# Timeline and Key Milestones













**RCSI**

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