



INTERNAL QUALITY REVIEW QUALITY IMPROVEMENT PLAN

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

Quality Improvement Plan

Admissions Office 2017

DOCUMENT CONTROL SHEET

Name of Unit	Admissions Office					
Project Title	Admissions Quality Improvement Plan					
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This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices

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Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
<p>1. Develop an RCSI Steering Committee to inform strategic decision-making for admission and student recruitment activities with membership drawn from the Schools, relevant professional support Units and the SMT. This could include if and where any additional staff resources may be required.</p>	Institution Level Recommendation 1	The Admissions Office (AO) welcomes this recommendation and will work with appropriate College stakeholders to develop a new steering committee structure	AO/ SMT	None. The committee structure will be managed and serviced by the AO office	Q4/ 2017	<p>A minimum of 2 x meetings of this group will be held annually to ensure that a wide stakeholder input feeds into the strategic planning decision making surrounding student recruitment.</p> <p>The Steering Committee will monitor and provide feedback on the effective and timely delivery of agreed plans.</p>	Yet to begin
<p>2. Develop plans for international growth focusing on comprehensive and evidence-based market intelligence tailored to the needs of specific Schools (undergraduate and postgraduate), markets and activities.</p>	Institution Level Recommendation 2	Work in relation to developing a strong and sustainable pipeline of qualified applicants to underpin student recruitment is underway. Strengthening this through the use of enhanced market intelligence (MI) is desirable and is being used in key areas. To comprehensively and effectively deliver is recommendation, the AO unit will need undergo a significant restructuring to formally move from	AO. SMT support	A programme to evaluate the required AO structure has commenced with a proposed new departmental structure emerging. The structure identifies resourcing to address specific needs with other recommendations have being identified as part of this review.	Q3 for approval of the new departmental org design. Q3 to fill new posts and begin programme of works to enhance Student Recruitment activities.	<p>The effectiveness/ appropriateness of our current and future student recruitment planning, assisted by the use of enhanced MI, will be reviewed on an annual basis.</p> <p>This review process will feed into all future 12/18 month annual future process</p> <p>KPI's are identifies including, Website traffic, enquiry traffic to RCSI, school engagement,</p>	Design in progress; nearing completion

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		what was traditionally an admissions department to a structure which recognises and distinctively deals with the separate functions of student recruitment (to build the application pool) and admissions (to process applications). The AO welcomes the recommendation				application number, offers to acceptance conversions etc.	
3. Expand data-analysis expertise in RCSI to inform Admission and Student Recruitment activities in collaboration with Schools/academic Units.	Institution Recommendation 3	A new data analyst has been appointed to the SARA team. This is a welcome development and work is underway on creating improved reporting on the performance of differing cohorts of students throughout the undergraduate schools.	SARA Office	New data analyst is in place as part of the SARA team.		An annual report of the performance of 1 st year (new intake) students is required by the AO office. This is to allow for a review of academic performance of differing cohorts of students. This is used to inform and make adjustments (where necessary) to minimum academic entry requirements. In addition, the report feeds into the decisions on future international markets. This work was previously undertaken within the AO office and will now be delivered by SARA	First report on 2016/17 student intake is due from SARA Q4 2017
4. Undertake a skills-need	Institution Recommendation	This is a timely recommendation which	AO and HR. Undertaken as part of	To be determined	Q3 2017	A review process of the current and future skills	A report will be developed to

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assessment within the AO to inform a subsequent staff development plan.	4	is welcomed by the AO.	the revised AO departmental review.			needs of the AO department will be undertaken in conjunction with the HR department. This will be included within a proposed AO redesign org chart,	identify the skills need with recommendations to address and fill gaps that are identified. This is to ensure that the AO is provided with the best opportunity to successfully deliver the strategic objectives that are agreed by the Steering Committee and SMT
5. Develop and implement an institutional CRM system for the management of external stakeholder relationships.	Institution Recommendation 5	The AO welcomes this recommendations and sees the value of an enhanced CRM system across RCSI	SMT	AO staff will input into whatever CRM system is implemented within the College	N/A	To be determined	To be determined
6. Prioritise the implementation of the new RCSI website and ensure ongoing consultation with the AO so that it meets RCSI's student recruitment needs.	Institution Recommendation 6	The AO welcomes this recommendation and acknowledges the support that SMT has provided for the College wide Digital Strategy which is advancing at present.	Digital strategy project group	Additional capacity to deliver appropriate Student Recruitment content will be required to feed the digital capabilities of the new website. Additional capacity has been factored into the proposed	Next phase of Digital strategy due for completion Q3 2017	The development of the next phase of the website is underway. A project lead is ensuring that the project operates to an agreed time schedule. AO are part of the project working group	As agreed by the project lead which sits within the IT office

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				new AO org design.			
7. Appoint a Deputy to the Associate Director to support the increasing demands of international recruitment, resourcing to be determined by the SMT.	Admissions Office Recommendation 1	An AO restructuring project is being undertaken by the Associate Director and HR Office. The most appropriate structure to meet the needs and objectives of the office is being developed	Associate Director, HR Office and SMT	Dependent on decisions that are agreed as part of the restructure process	Q3 2017	New structure in place and operational	Restructuring design works underway
8. Develop an International Recruitment and Admissions strategy and implementation plan. This should align with the corporate and School strategies and include metrics for the effectiveness of activities and the performance of the AO	Admissions Office Recommendation 2	This is closely aligned with Institutional recommendation 2. The AO will develop an Admissions and Recruitment strategy coupled with an implementation plan based on markets agreed by the Steering group and informed through the market intelligence process	AO in conjunction with SMT	As per the proposed AO redesign.	Q3 2017	Written plans for annual students recruitment will be developed and adhered to. Operational plans to implement same will also be delivered. Annual planning will be documented with KPI's to measure against objectives.	Work has commenced on developing appropriate plans (strategy & operational). Future plans will take cognisance of the new College 2018/23 Strategic Plan which is currently being developed.
9. Endorse the introduction of AO planning sessions. These sessions should contextualise	Admissions Office Recommendation 3	The AO welcomes the support of the student recruitment planning sessions. These have now been folded into the work plans and will	AO Office	None	Completed	These will be held annually with ongoing departmental meeting to monitor performance against agreed objectives	Complete

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the 18 month operational plans within the longer-term International Recruitment and Admissions Strategy.		continue on an annual basis.					
10. Clarify where responsibility lies for recruitment to RCSI Bahrain and ensure that this is used to make explicit the remit of the RCSI Bahrain ASR. This may require direction from the proposed Steering Group.	Admissions Office Recommendation 4	The AO welcomes this recommendation and can report that this has now been concluded. The responsibility for RCSI Bahrain recruitment lies in with the recruitment and marketing teams in the Bahrain campus. The responsibility for Dublin recruitment resides in the AO in Dublin. The two groups will continue to work alongside each other sharing information and recruitment planning to optimise the effectiveness of student recruitment in both sites.	Student recruitment teams in Dublin and Bahrain	None	Completed		Complete
11. Propose that the AO take a lead as champions of the use of social media as part of RCSI's new social media strategy, given:	Admissions Office Recommendation 5	The AO is represented on the Steering Committee of the Digital Strategy Working Group. In addition. The Student Recruitment team continue to play key role in mapping and	Digital strategy Stakeholder Group	Additional resourcing is required to create content on an ongoing basis to fulfil the digital strategy pipelines.	Work has already commenced. The speed of implementation is linked to the scope of the project which is currently being	Project lead will measure the delivery of this project against targets laid down in the contract that was awarded to an external vendor 'Arikebo'.	Ongoing

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<p>Their student audience is a key consumer of such media.</p> <p>Their successful innovation with IT Services of the 'Study with Us' section of RCSI's website which provided a template of benefit to other departments.</p>		<p>developing the future of the digital strategy.</p> <p>The AO office will continue to champion the use of digital media and an appropriate social media presence to effectively communicate our external messaging to stakeholder groups.</p> <p>An external digital agency 'Arikebo' has been contracted to deliver the current phase of this project.</p>			determined. Once in place, work will be required on an ongoing basis to create and populate content.		
<p>12. Endorse the further engagement of current students and recent alumni as peer-to-peer recruiters, e.g.:</p> <p>Development of the concept of the Student Ambassador Programme.</p> <p>Student-led videos, blogs and vlogs.</p>	Admissions Office Recommendation 6	The AO department are committed to using current students and Alumni to fully demonstrate the RCSI student experience; particularly (opportunities that are presented to students, e.g. research and clinical electives, etc.) in addition to the success of Alumni post-graduation. This will be achieved by the development of a functioning Student Ambassador Programme	AO working with Student Services, Alumni Office, SOPG and others)	Resources are required to effectively develop and deliver a student ambassador programme which will be developed, built and managed. This resource is included with the proposed AO org design	Would to begin this work in earnest in Q3 2017	No effective Student Ambassador Programme currently exists. A number of key deliverables KPI's have been identified. The performance of the SAP will be measured against these measures.	Yet to begin

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		(SAP)					
<p>13. Create a strong working relationship with the newly enhanced Alumni Office e.g.:</p> <p>Sharing and aligning information on potential and actual student sponsors and donors so that activities are mutually informed and integrated.</p> <p>Sourcing alumni in-country to assist in student recruitment activities there and to provide content for the website.</p>	Admissions Office Recommendation 7	The process of working more closely with Alumni and other stakeholders is underway. Early experience is that this will yield positive results both for the AO and other stakeholder groups.	Alumni and AO office. Leads appointed in both departments to drive this initiative.	None	Work has commenced and will remain ongoing	Scheduled meetings with measure and monitor performance and effectiveness of this work	
<p>14. Encourage the development of a culture of consistent excellence in customer service, across multiple stakeholders and communication channels.</p>	Admissions Office Recommendation 8	The AO redesign will assist with delivering a cultural of service excellence.	AO team supported by HR	Restructuring and training	Q4 2017	On-going training/ Use of blind customer shopping to ensure that end users experience is of the highest standards	Planning works underway
<p>15. Ensure website</p>	Admissions Office	The study with us	AO office	None	Q3 2017	The programme of review	Ongoing

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<p>content for visitors is easily discoverable and up-to-date, e.g.:</p> <p>The dates of past events are removed.</p> <p>Increasing college tour demand is managed by clear publication of the standard daily tour times.</p>	Recommendation 9	<p>section of the website is managed by the AO office. A significant piece of work is undertaken each year to update the site to ensure that all dates are updated for the following recruitment season.</p> <p>A new 'book a tour' section will be located on the new website that is part of the upgrade that is currently underway.</p>				and updating of information on the student recruitment and admissions areas of the website will be maintained.	
<p>16. Endorse the culture of continuous improvement in relation to best practice in data protection.</p>	Admissions Office Recommendation 10	<p>The AO agrees that a continuous improvement policy is a requirement across all areas of the College and is committed to ensuring that it is pursued within the AO unit.</p> <p>This will be assisted by ongoing training and internal process analysis</p>	AO team	Nil	Ongoing	Use of external benchmarking/ peer review etc.	