



[Insert Project Title here]

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DOCUMENT CONTROL SHEET

Name of Unit	Institute of Leadership					
Project Title	Quality Improvement					
Document Title	Quality Improvement Plan: Institute of Leadership					
Document No.	Draft 2					
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Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
	DRAFT1	COB			IOL	1 March 2013
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Quality							
That IOL implements the recommendation in the SAR to assign responsibility within the IOL, whether it is incorporated into the faculty structure or remains a stand-alone unit, for the coordination of all quality and accreditation issues across all bases of IOL activity and to liaise with the relevant Faculty coordinator, Director QEO as appropriate	SAR 1.7.1.5 SAR 3.3.1.6 SAR 5.4.1.4 PRGR 5.3.1	Appointment has been made of a member of the IOL staff to take responsibility for coordinating quality and accreditation, who will liaise on an ongoing basis with the RCSI QEO and report directly to Director IOL	Director IOL	The appointment requires some re-allocation of teaching duties and this is being accomplished within current resources and by using associate Faculty. There is also ongoing consideration in curriculum planning of the need to balance the incumbent's academic responsibilities with these new demands	Appointed November 2012	The appointment and associated arrangements will be reviewed after one year.	Completed
That IOL formalises the involvement of students, including students located in overseas campuses, in committees of IOL, as appropriate	SAR 5.4.1.2 SAR 5.4.1.3 PRGR 6.3.1	The IOL currently operates a range of formal mechanisms through which student input is sought and integrated into planning. The appropriateness of student representation on the Academic and Operations Committees will be considered.	Director Academic Affairs.	Can be managed with current resources.	End Q2,2013	Range and extent of representation Evaluation of effectiveness by faculty and students	In process

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Relationships between IOL and RCSI							
That progress towards a greater degree of convergence and alignment is desirable by leveraging the capacity of central services to better support IOL operations	SAR 1.7.1.1 SAR 3.3.1.1 SAR 10.3.1.1 PRGR 10.3.2	The IOL VLE has been transferred to the RCSI's VLE; Responsibility for the collection of fees has been transferred to the RCSI Department of Finance; Quarterly Business Reviews take place between the IOL and the RCSI Department of Finance. The IOL Director of quality is currently engaging with QEO, SARA, HR.	Director of Accreditation and Quality	Can be managed with current resources.	Engagement already in place. Ongoing increase in engagement with central services departments.	Range, type and extent of services provided to IOL. Evaluation of effectiveness by all involved, most likely through group discussion on achievements vs. expectations.	Completed
That RCSI review the structures and reporting relationships of IOL to RCSI and consider embedding the IOL within the Faculty of Medicine and Health Sciences as is the case for other	PRGR 3.3.5	The IOL is already embedded, for the purpose of its academic standing and activities, in the Faculty of Medicine and Health Sciences and was originally established as a School of the Faculty. The IOL's activities are broader	CEO Director IOL	Can be managed with current resources.	Maintenance of current situation	N.A.	Completed

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academic units in RCSI		than its academic programmes and include short programmes and consultancy. The IOL was established with a particular strategic brief and consequently the Director reports to the CEO on such matters.					
That flexibilities must be retained to enable the IOL to respond speedily to opportunities emerging in the area of its activities.	PRGR 10.3.3	Noted Balance must be struck between this requirement and the other suggested requirements in terms of alignment with central services in RCSI	Director IOL	This will be reviewed on an ongoing basis and associate faculty will be utilised as required	Q2 2013 and on an ongoing basis after initiation	FTE's in context of the new IOL strategic plan.	In process
Data management systems							
That RCSI ensures that IOL engages with RCSI's new SARA system for the purpose of recording and storing data That the RCSI and the IOL establish clear and efficient systems for transfer	SAR 10.3.1.5 PRGR 5.3.3 PRGR 3.3.1	Engagement with SARA has been ongoing since the establishment of SARA. The RCSI, as part of Strategic Goal 4, is launching a major Quercus+ project aimed at significantly improving the system and ensuring it application in all sections of the College.	Administration Manager Academic Coordinator	A re-allocation of duties has taken place with the appointment of one of the administration team as academic Coordinator.	Academic Coordinator appointment made in September 2013. The timeline for the Quercus+ project is yet to be agreed but is likely to begin	Streamlined management of all student data on the RCSI Quercus+ system. Continuing review by Quercus+ Steering Committee	Appointment of Academic Coordinators completed. Quercus+ project being launched Feb 2013

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<p>of all student data to the central administration system within RCSI</p> <p>That RCSI ensures that IOL engages with RCSI's new SARA system for the purpose of recording and storing data</p> <p>That complete data from IOL students should populate the student record system Quercus, to provide central access to data on examination performance, progression and retention and to provide a basis for improved analytics and reporting</p>	<p>SAR 10.3.1.5 PRGR 5.3.3</p> <p>PRGR 10.3.1</p>	<p>IOL will engage with this. The IOL will be represented on both the Steering Committee and the Project Working Group.</p>			immediately		
Research							
<p>That IOL develops a research strategy for the IOL aligned with the strategy of RCSI</p>	<p>SAR 1.7.1.2 SAR 1.7.1.3 SAR 8.5.1.2 PRGR 3.3.4</p>	<p>Agreement has been reached with the CEO that the IOL will address this issue through the</p>	Director IOL	<p>The creation of a critical research mass will require resources to be</p>	End Q3 2013	<p>Usual indicators of research activity: grants, publications, impact.</p>	In process

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	PRGR 8.2.2	creation of a number of research centres. The likely areas are cyberpsychology, patient safety and, pedagogy and leadership.		<p>invested. Initially this can be managed in the form of seed funding and subsequently through grant funding</p> <p>Significant progress has already been made in the establishment of a Centre for Cyberpsychology, a Centre for Patient Safety Research and research in pedagogy and leadership.</p> <p>Workload distribution model currently under development</p>			
That the IOL establishes a Research Committee as proposed in SAR	SAR 1.7.1.2 SAR 8.5.1.1 PRGR 3.3.2 PRGR 8.2.1	Establish a Research Committee	Director IOL	Can be managed with current resources.	End Q2 2013	N.A.	Committee to be established in April 2013
That IOL should campaign to make their research interests more evident in RCSI	SAR 8.5.1.2 PRGR 4.3.2	<p>Increased attention to internal communication in RCSI.</p> <p>Collaboration with new</p>	Director IOL	Can be managed with current resources.	Begin Q1 2013 after which, ongoing.	IOL and RCSI website presence LinkedIn discussions Epublications Strategy aligned with RCSI	In process

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research strategy. In addition, IOL needs to strategically map its proposed research to support and innovate in areas of teaching in which it is involved		initiatives in pedagogy in the Faculty and in HR. Administration manager to review IOL presence in eLibrary				strategy	
That IOL supports all academic staff in the development and enhancement of research activity, either in the discipline or in pedagogy That IOL consider the training and facilitation that will be required to help those members of staff who have not been actively involved in research for some time	SAR 4.3.2 SAR 8.5.1.3 SAR 4.3.2 SAR 8.5.1.3 PRGR 4.3.5	Significant support in terms of finance and time is provided to IOL staff pursuing postgraduate degrees and other training. An increased focus on research will require a re-balancing in the IOL where, currently activities such as teaching and managing accreditation across these countries creates significant demands for some staff. Future plans will be based on the roll-out of the new PDR programme and the IOL workload distribution system.	Director IOL Director HR	Resource implications will be based on consideration of data collected in the workload distribution system, the PDR process and the new strategic plan for the IOL	Ongoing 2013	Research output and staff feedback using the balanced scorecard	In process

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Workload distribution							
<p>That IOL establishes and implements a workload distribution model</p> <p>That IOL should use a workload modelling approach which will allow protected research time for staff</p> <p>That the workload in preparing documentation for accreditations is appropriately recognised and accounted for in all staff workload allocations</p>	<p>PRGR 3.3.3</p> <p>PRGR 4.3.4</p> <p>PRGR 3.3.6</p>	<p>A draft workload distribution model has been developed as part of the requirements of the UAE licencing process. This will be used, along with the RCSI's new PDR system to meet the recommendations PRGR 3.3.3, PRGR 4.3.4 and PRGR 3.3.6.</p>	<p>Director Quality and Accreditation</p>	<p>Can be managed with current resources.</p>	<p>End Q2 2013</p>	<p>Impact will be considered using a balanced scorecard approach and including a faculty questionnaire</p>	<p>In process</p>
<p>That IOL should target future hires towards needs in specified existing programmes before extending expertise in new areas</p>	<p>PRGR 4.3.1</p>	<p>The existing programmes are already well catered for through the existence of core faculty, adjunct faculty and guest lecturers. This continues to be reviewed on an ongoing basis</p>	<p>Director IOL</p>	<p>Requires agreement with SMT on staff budgets. Requires consideration of the balance between the various goals of the IOL in terms of education, research</p>	<p>Q1 2013</p>	<p>FTE's based on Work Allocation System Appropriate staff complement and mix.</p>	<p>Completed New Lecturer/Digital Learning Innovation seconded from HR April 2013. Application for new lecturer for University of</p>

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				and surplus generation			Sharjah programme made
Orgaisational development							
That the IOL undertake a formal SWOT analysis of all its activities	PRGR 5.3.2	This will be undertaken as part of the formulation of the next phase of the IOL strategy	Director IOL	Can be managed with current resources.	End Q3 2013	N.A.	Completed and integrated into strategic plan by end of June 2013
Course development and marketing							
That IOL ensure all course descriptions for all courses provided, including short courses, are detailed and available to all potential learners in an easily accessible form such as the internet	PRGR 7.3.2	The IOL already does this. Detailed descriptions of all IOL programmes are available on the IOL website at www.rcsileadership.org .	Director of Academic Affairs Director of Corporate Training	A special projects post has been established to manage all social media elements of the IOL's activities	End Q3 2013	Balanced scorecard component focused on customer satisfaction 100% coverage of all offerings	In process
The strategic and market rationale behind the range of external clients evident was not clear and some relationships appear	SAR 2.6.3.1 SAR 2.6.3.2 SAR 2.6.3.3 SAR 2.6.3.4 PRGR 9.3.1	As a start-up operation, with a brief to be self-funding, the early phases of the development of the IOL have necessarily relied on the development of a market	Director IOL Director of Quality and Accreditation Director of Corporate Training	Can be managed with current resources.	End Q3 2013	Balanced scorecard focusing on the mix of offerings in the context of the ongoing development of the IOL Clear logic about mix of	In process

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to be derived from legacy and opportunistic circumstances – some clarity and policy making is required		and a range of clients. However, currently 89% of IOL turnover is derived from MSc programmes. The IOL strategy will take account of the RCSI's new Strategy and review the range of current and new opportunities in this context.				markets, products and services	
That IOL continues to monitor closely the provision of additional courses, and in particular, bespoke courses, to ensure that staff are not over-stretched	PRGR 7.3.1	The IOL already does this through its Operations and Academic Committees, its PDR system and continuing dialogue within the IOL team Development of workload allocation system partially completed as part of CAA re-licensure. Full engagement with all academic staff planned for March 2013	Director IOL	Can be managed with current resources.	Ongoing	Workload allocation system	In process
RCSI							
That RCSI should consider the	PRGR 4.3.3	This is a recommendation for the	SMT	N.A. for IOL	Q2 2013	N.A. for IOL	Completed

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establishment of a central support structure to support discussions in pedagogy, in curriculum design, in assessment, etc. serving all academic staff of the College.		RCSI rather than the IOL and is already in hand with the appointment of a Professor in Health Professions Education.					