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Report of Validation Panel
for a Special Purpose, Minor or Supplemental Award

Date of Meeting: November 29ᵗʰ 2016

Named Award:	Certificate
Programme Title:	**Certificate in Leadership Development**
Award Type:	Special Purpose Award
NFQ Level:	8
Intakes Commencing:	December 2016
ECTS/ACCS Credits:	15

PANEL MEMBERS

Name / Function / External Institution OR CIT Academic Unit
Dr Joseph Harrington, Head of School, School of Building and Civil Engineering, CIT (Chairperson)
Daithí Fallon, Extended Campus, CIT
Dr Catherine Frehill, Module Moderator, Office of Registrar & VP Academic Affairs, CIT
Dr Michael Tobin, Head of Department of Lifelong Learning, Athlone Institute of Technology
Damien Cahill, Employee Relations Manager, Musgrave Retail Partners, Cork

IN ATTENDANCE

Name / Function / External Institution OR CIT Academic Unit

PROPOSING TEAM MEMBERS

Name / Function / Academic Unit
Don Crowley, Head of Department of Organisation & Professional Development, CIT
Ronan Emmett, Head of Learning & Talent Acquisition, Boston Scientific, Cork
Mick O'Callaghan, Lecturer, Department of Organisation & Professional Development, CIT
Jane Leonard, Lecturer, Department of Organisation & Professional Development, CIT
Brian McGrath, Head of School of Business, CIT

BACKGROUND TO THE PROPOSED PROGRAMME

This programme provides learners with the knowledge, skills and competences required to successfully manage teams in a high-performance working environment. The programme incorporates three new modules covering the areas of Effective Leadership, Driving Team Performance and Leadership Development.

FINDINGS OF THE PANEL

NOTE: In this report, the term *"Requirement"* is used to indicate an action or amendment which in the view of the Panel **must** be undertaken prior to validation and commencement of the Programme. The term *"Recommendation"* indicates an item which the Course Board (or other relevant Institute unit) should implement at the earliest stage possible, and appropriate implementation of which should be the subject of ongoing monitoring.

The panel would like to commend the programme proposers on the programme documentation and their engagement with the panel during the meeting.

The panel also wishes to commend the programme proposers on a strong programme proposal developed in a collaborative manner between Boston Scientific and Cork Institute of Technology.

On consideration of the documentation provided and discussion of the programme with the proposers, the Panel has arrived at the following Findings, Requirements and Recommendations:

1.   Validation Criteria

1.1   Is there a convincing need for the programme with a viable level of applications?

Overall Finding: Yes
Finding(s):   The panel finds that there is a need for the programme in the context of the interaction with Boston Scientific. It is clear that the company is very committed to the programme and will support its employees in registering on and undertaking the programme. It is also clear that the programme has significant potential as a leadership programme.

Recommendation(s):

1.2   Are the level and type of the proposed award appropriate?

Overall Finding: Yes
Finding(s):   The panel find that the level and type of the programme is appropriate to the intended target student cohort and to the graduate skills being developed.

1.3   Is the learning experience of an appropriate level, standard and quality?

Overall Finding: Yes
Finding(s):   The panel find that the programme and the individual modules are at the appropriate level, standard and quality.

1.4   Is the programme structure logical and well designed (including procedures for access, transfer and progression)?

Overall Finding: Yes
Finding(s):   The panel is satisfied that the structure of the programme is logical, well designed and is targeted to meet the needs of learners with support from the employer.

1.5   Are the programme management structures adequate?

Overall Finding: Yes
Finding(s):   The programme will operate and will be managed by the Department of Organisation and Professional Development within the School of Business. The Department has significant experience in the delivery of non-full time programmes and has engaged proactively with Boston Scientific to develop the programme proposal.

1.6   Are the resource requirements reasonable?

Overall Finding: Yes
Finding(s):   The resource requirements are currently in place; no additional resources are required.

1.7   Will the impact of the programme on the Institute be positive?

Overall Finding: Yes

2.   Other Findings

The Panel welcomes this proposal which is timely and relevant. It will contribute to addressing a skills gap within Boston Scientific.

The Panel discussed the content of the modules with the programme proposers. The Panel **requires** that the proposed module changes discussed at the validation panel meeting be implemented.

CONCLUSION

Based on the above findings, the Panel recommends to Academic Council:

That the Programme be validated for five academic years, or until the next programmatic review, whichever is soonest, subject to implementation of the Requirements above, and with due regard to the Recommendations made.

Appendix 1: Proposed Programme Outcomes

Programme Outcomes

Upon successful completion of this programme the graduate will be able to demonstrate... :

PO1	Knowledge - Breadth	
	(a)	An in-depth knowledge of leadership skills which will enable learners to formulate, implement, monitor, evaluate and review procedures for leading teams effectively. Competence in leading teams to participate in the strategic development of the organisation as well as a systematic understanding of current best practice in the field team leadership with a specific emphasis on manufacturing teams.
PO3	Skill - Range	
	(a)	A broad range of personal and organisational skills to ensure effective team leadership. A strong ability to build trust, communicate effectively and demonstrate rational decision making in managing manufacturing projects. Gain and use power successfully, manage relationships, cultural differences and workforce diversity and create high performance teams.
PO4	Skill - Selectivity	
	(a)	The ability to exercise a range of leadership styles in various situations.
PO6	Competence - Role	
	(a)	The ability to assume responsibility within their team and organization, lead, create, initiate and stimulate thought in their teams. Demonstrate the ability to implement communication structures within a learning organisation.
PO8	Competence - Insight	
	(a)	Confidence which reflects their education and experience, and be respected in the workplace. The ability to act as a role model and act as a facilitator within their organisation, encouraging other employees to offer new ideas thus ensuring the spread of new innovative knowledge in the area of manufacturing and assisting employees in moral, social and ethical decision making.

Appendix 2: Proposed Programme Schedule

Stage Schedules

Stage 1

Mandatory									
Mod Code	**Module Title**		**Co-ordinator**	**Level**	**Credits**	**FT Contact Hours**	**PT Contact Hours**	**Course Work**	**Formal Exam**
MGMT8052	Effective Leadership (Draft)		DON CROWLEY	Advanced	5.0	0.00	1.25	100.0	0.0
MGMT8053	Driving Team Performance (Draft)		DON CROWLEY	Advanced	5.0	0.00	1.25	100.0	0.0
MGMT8054	Leadership Development (Draft)		DON CROWLEY	Advanced	5.0	0.00	0.00	100.0	0.0

Approved Programme Schedule