



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

University of Wales Trinity Saint David

Doctoral College

Strategy

2021-2025

CONTENTS

SECTION 1

- 4. About us
- 6. Purpose of the Doctoral College Strategy
- 7. Enabling a whole University approach

SECTION 2

- 8. Doctoral College Aims and Objectives
- 10. Objectives

SECTION 3

- 18. What relevant information we used

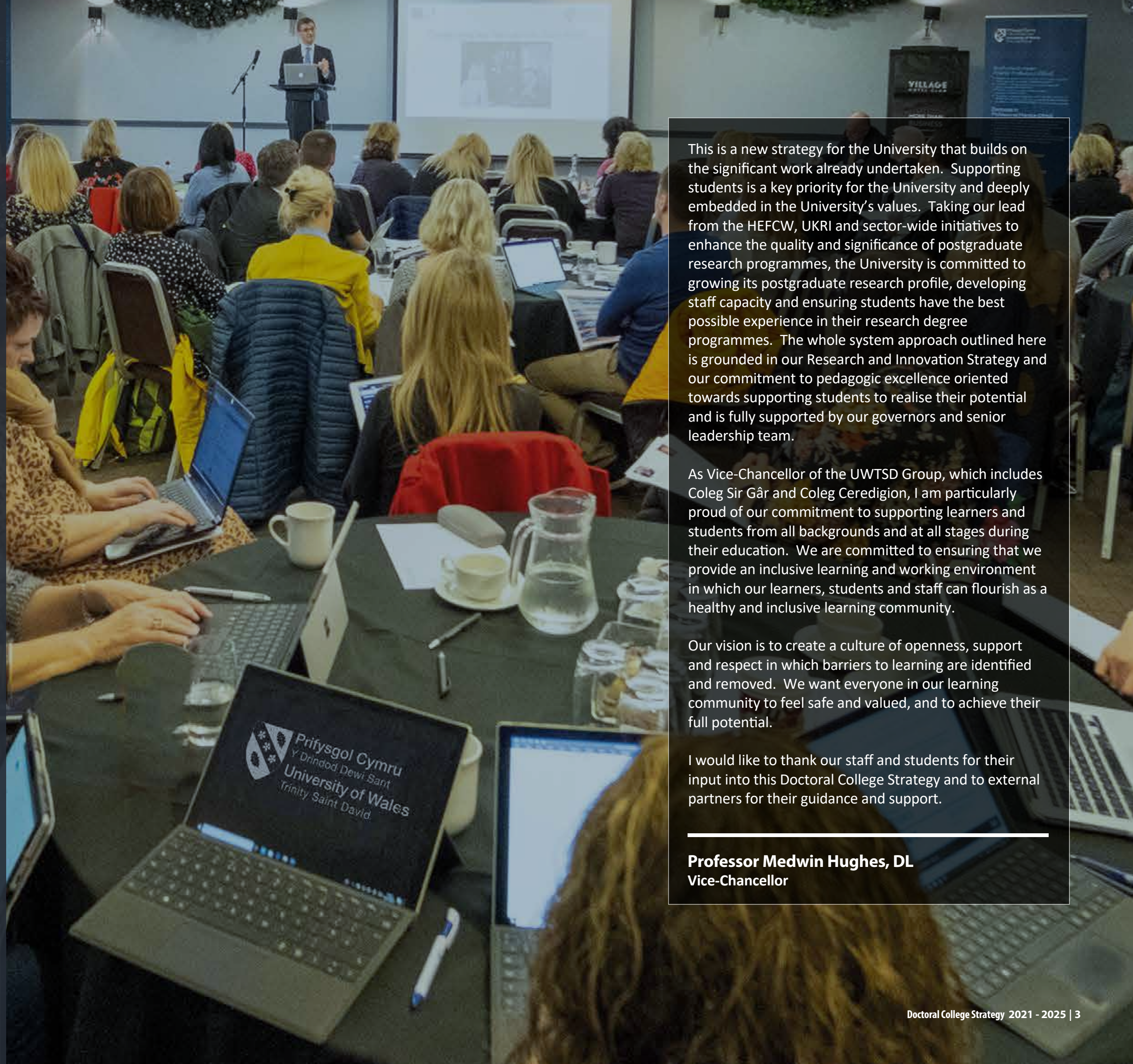
SECTION 4

- 18. How we will deliver and monitor the strategy

This plan contains important information about the University is doing to ensure that our postgraduate degree programmes are part of a high quality, high integrity, inclusive and proactive research environment that helps students achieve their intellectual and professional goals.

The University of Wales Trinity Saint David welcomes comments on all aspects of this strategy, both in what it contains and what it may not make clear enough about the work we intend to do.

If you have any comments or want to know more about this strategy, please contact us via quality@uwtsd.ac.uk or doctoral.college@uwtsd.ac.uk



This is a new strategy for the University that builds on the significant work already undertaken. Supporting students is a key priority for the University and deeply embedded in the University's values. Taking our lead from the HEFCW, UKRI and sector-wide initiatives to enhance the quality and significance of postgraduate research programmes, the University is committed to growing its postgraduate research profile, developing staff capacity and ensuring students have the best possible experience in their research degree programmes. The whole system approach outlined here is grounded in our Research and Innovation Strategy and our commitment to pedagogic excellence oriented towards supporting students to realise their potential and is fully supported by our governors and senior leadership team.

As Vice-Chancellor of the UWTSD Group, which includes Coleg Sir Gâr and Coleg Ceredigion, I am particularly proud of our commitment to supporting learners and students from all backgrounds and at all stages during their education. We are committed to ensuring that we provide an inclusive learning and working environment in which our learners, students and staff can flourish as a healthy and inclusive learning community.

Our vision is to create a culture of openness, support and respect in which barriers to learning are identified and removed. We want everyone in our learning community to feel safe and valued, and to achieve their full potential.

I would like to thank our staff and students for their input into this Doctoral College Strategy and to external partners for their guidance and support.

Professor Medwin Hughes, DL
Vice-Chancellor

SECTION 1

ABOUT US

The University of Wales Trinity Saint David (UWTSD) is part of the UWTSD Group (the Group), a multi-institutional collaborative venture owned and governed by the University, with Coleg Sir Gâr (CSG) and Coleg Ceredigion (CC) as constituent colleges. The Group has campuses in Carmarthen, Lampeter, London, and Swansea, each with their own distinct identities. It also has a learning centre in Birmingham, locations in Cardiff and outreach community centres throughout South Wales, which help to deliver our strategic focus on widening participation. HE and FE provision is offered at several further locations within South and West Wales through its constituent and partner colleges.

We are committed to building strong and healthy communities on all sites and to create an inclusive, supportive learning and working environment in which all staff, students and learners can flourish and fulfil their personal potential.



Our mission is:

Transforming education, transforming lives.

Our vision is to be a University for Wales, with a commitment to the wellbeing and heritage of the nation at the heart of all that we do.

Central to our vision is the promotion and embedding of a dual-sector educational system which educates learners of all ages and backgrounds, and stimulates economic development in our region, across Wales and beyond.

Our Strategic Plan defines seven key values:

1. **Excellent teaching, informed by scholarship and research, and applied research**
2. **Inclusivity**
3. **Employability and creativity**
4. **Collaboration through strategic partnerships**
5. **Sustainable development**
6. **The concept of global citizenship**
7. **Wales and its distinctiveness**

This Doctoral College Strategy aligns with our institutional Strategic Plan, Research and Innovation Strategy, Fee and Access Plans and key strategies such as the Strategic Equality Plan and the Student Health and Wellbeing Strategy. It also responds to and is shaped by the provisions of The Concordat to Support the Career Development of Researchers (2019), the Vitae Researcher Development Framework and the QAA's UK Quality Code (2018) and Characteristics Statement: Doctoral Degree (2020). The Strategy in particular and College as a whole are designed to support and assist the full range of Post-Graduate Research (PGR) programmes and activities (including Masters by research, PhDs and professional doctorates) within Institutes, provide a frame for all of University activities and assist in building a UWTSD PGR experience. The Doctoral College Strategy aims to ensure that postgraduate study, students and supervisors are recognised as playing a vital role in the our research profile and culture and that researcher, including supervisor, development and training is at the heart of practice.

For this strategy we have adopted a whole University approach and have embedded several key sector frameworks, notably:

- Vitae: The Concordat to Support the Career Development of Researchers (2019)
- Vitae Researcher Development Framework
- UUK: Concordat to Support Research Integrity (2019)
- QAA: UK Quality Code: Advice and Guidance Theme: Research Degrees (2018)
- QAA: Characteristics Statement: Doctoral Degree (2020)

The University has signed up to The Concordat to Support the Career Development of Researchers and in this strategy continues to work towards compliance with the PGR study related elements of that Concordat, alongside the framework for implementation provided by the Researcher Development Framework (RDF) and with attention to contextual and cultural factors inherent in efforts to enhance research integrity. In developing this strategy, we have been especially aware of the Researcher Development Concordat's principles concerning research culture and environment and professional and career development.

For this strategy we have high-level strategic objectives mapped to four key domains. All key objectives are underpinned by a focus on high quality student experience and are supported by enhancements to data quality to ensure an evidence-based approach to the strategy's goals, assessment of actions taken in support of those goals, and to build further developments based on an assessment of the impact on practice, culture and experience of this strategy.

Section 2 provides background to the Doctoral College identifying its objectives and aims, alongside the overarching development and organisational framework for the strategy and consequent operational documents. All key objectives have targets associated with them in an accompanying central operational delivery plan, which includes short- and medium-term outcomes and longer-term ambitions.

Section 3 gives further details about the sector documents that we have considered in developing this strategy.

As set out in **Section 4**, we will work in partnership with staff and students in relation to the implementation, monitoring and evaluation of this strategy.

SECTION 1

PURPOSE OF THE DOCTORAL COLLEGE STRATEGY

The Doctoral College Strategy has been developed so that we can set our commitments and objectives in relation to postgraduate research and development.

Postgraduate research study is an essential part of any University. Its development and enhancement is a priority for UWTSd in advancing our contributions to intellectual, professional, social and economic development and wellbeing locally, in Wales, across the UK as well as in European and wider international networks. Postgraduate research study helps students meet important personal, intellectual and professional goals, with a view, differently in each case, to achieve insight, impact and relevance in scholarly, professional and community contexts.

This Doctoral College strategy builds on these goals with a view to developing a coherent University culture for postgraduate research study, suitably shaped to disciplinary and field of study needs and conventions. This goal will be achieved by putting in place a comprehensive cross-University programme to enhance and develop student researcher skills and to support work to build supervisory capacity and quality. It is therefore an essential aspect of the University's goals in the Research and Innovation Strategy, and linked to sector wide developments including the Concordat to Support Researcher Development and Welsh and other UK-sector wide PGR development programmes.

The strategy outlines a whole system approach designed to enhance the quality and experience of postgraduate research study, to develop high quality research students and supervisors and to heighten the national and global scholarly and professional impacts of research in the University.



How The Strategy Was Developed

This strategy has been developed drawing on current best practice, sector wide policy development, relevant scholarly and professional research and existing professional and scholarly networks. In doing so, the goals of high quality postgraduate research study and student experience were and remain central considerations.

In implementing this strategy, the University will work internally across the academic departments and professional services as well as with others in the sector to identify innovative and best practice approaches to develop and enhance the environment for and quality of postgraduate study.

This strategy focuses on the environment for and quality of postgraduate research study, and is based in a recognition of the often highly individualised character of postgraduate research degrees and the key role of student-supervisor professional and scholarly relationships. As a result, the strategy takes an integrated, University-wide approach designed to be coherent and comprehensive while remaining sufficiently malleable to suit the design and context of each student's research project and programme.



Enabling the whole University approach

The University has a long tradition of postgraduate study that has been enhanced in recent years through the development of new research degree programmes and subject areas, especially in professional practice, as well as a wider reach in recruitment, including focused international recruitment. One outcome of these enhancements has been a rise in the presence and profile of postgraduate research studies and an associated need to ensure a coherent and consistent approach to postgraduate research practice, taking account of disciplinary and subject distinctiveness. The first step in building that consistency as part of a goal to enhance quality and student experience as well as to continue to raise the profile of postgraduate research programmes was the formation in 2021 of the Doctoral College to ensure a whole university approach to postgraduate research study.

This strategy therefore turns on the two overall objectives noted above and integrating postgraduate research study to the University's strategic vision for research and enhancing the experience of postgraduate research study:

1. To develop an inclusive and proactive doctoral environment for all research students across the university resulting in the development of knowledgeable, confident and highly skilled researchers.
2. To support the development of an advanced, inclusive postgraduate research culture across the university as a high integrity, high impact component of the university's Research and Innovation Strategy contributing to UWTSd's regional, national and international profile.

This strategy is within the remit of the Doctoral College Board and through it to Research Degrees Committee and Research Committee, and will be subject of regular review against the specific identified outcomes while also working to ensure that there is parity and cohesiveness across campuses and programmes, that it is coordinated and transparent programme of development and enhancement; and that it remains grounded in relevant data.

SECTION 2

OUR OBJECTIVES

2021-2025

The University Research and Innovation Strategy provides a framework to enable delivery of the objectives.

Within this framework, the high-level strategic objectives have been mapped to the four key domains taking account of the University Research and Innovation Strategy, the Concordat to Support Researcher Development and the frameworks provided by sector bodies such as Vitae and the UK Council for Graduate Education. The objectives encompass the whole university approach to emphasise the importance of continuing to develop research, research environments and culture as part of a diverse, inclusive, and compassionate University culture.

Doctoral College

Aims & Objectives

To develop an inclusive and proactive doctoral environment for all PGR students across the university resulting in the development of knowledgeable, confident and highly skilled researchers.

To support the development of an advanced, inclusive postgraduate research culture across the university as a high integrity, high impact component of the university's research strategy contributing to UWTSD's regional, national and international profile.

Our aims, in support of our objectives, are:

- To facilitate a doctoral community, through networking, peer to peer learning, and events.
- To raise the profile of all doctoral education across the university and beyond;
- To support research student identity and networks through the development of the associated student body;
- To develop and administer a robust administrative system to manage doctoral students from admissions through to award.
- To develop and support supervisors to ensure good quality and consistency in the supervision of doctoral students
- To offer a 'one stop shop' dealing with all aspects of doctoral studies for the university and for addressing doctoral student's needs, through working with other professional units e.g. the Wales Global Academy, SU, Student Services, careers.
- To ensure all doctoral students across the university can develop a wide and diverse skill set in line with their needs, aspirations and career trajectory.

DOMAINS

Objectives



Research & Innovation Strategy

1. To facilitate a doctoral community, through networking, peer to peer learning, and events.
2. To develop and administer a robust administrative system to manage PGR students from admissions through to award



Students

1. To offer a 'one stop shop' dealing with all aspects of PGR studies for the university and for addressing PGR student's needs, through working with other professional units e.g. the Wales Global Academy, SU, Student Services, careers.
2. To ensure all PGR students across the university can develop a wide and diverse skill set in line with their needs, aspirations and career trajectory.
3. To support researcher identity and networks through the development of the associated student body



Staff

1. To develop and support supervisors to ensure quality and consistency in the supervision of doctoral students



Presence & Profile

1. To raise the profile of all PGR education across the university and beyond

Objective 1: To facilitate a doctoral community, through networking, peer to peer learning, and events.

The University recognises the essential role that postgraduate research students play in sustaining and enhancing a vibrant and vital research culture, in developing new knowledge, in the application of knowledge to and the enhancement of practice and in elaborating the University's profile locally, nationally and across Europe and internationally. Furthermore, we recognise and celebrate the fundamental place of the supervisory relationship in PGR practice in enhancing and developing pedagogic practice, in the development of innovation in existing and emerging knowledge and its application and in its contribution to the University as scholarly community.

The University has already established practice to develop PGR students and to facilitate their incorporation into internal and external research communities. To date this work has focused on discipline and Institute groupings, with less emphasis on ensuring a shared PGR experience across UWTSd as a whole. These developments in PGR programmes are taking place alongside the growth of multi- and trans-disciplinary practice in scholarly practice, in postgraduate research study and in research programmes more generally.

In this context, the Doctoral College provides an umbrella

- 1) to help build cross-disciplinary and multi-field networks,

- 2) to enhance PGR students' practice and insights and
- 3) to bring about a shared understanding of the significance and potentials of postgraduate research, both to the candidates and to university community as a whole.

In order to meet this objective, the Doctoral College will:

- Develop a range of networking activities, both on-line and in face-to-face settings, to ensure access to a common cross-University experience for PGR students;
- Work with existing practice and networks in disciplines and Institutes to build a coherent, integrated, cross-University PGR community;
- Identify and implement approaches to training, development and network building to enhance Equality, Diversity and Inclusion objectives and that are suitable for the diverse needs of our students;
- Identify opportunities for and work with academic networks across the University and within Institutes to increase the inclusion of PGR students in discipline, field and Institute research practices and activities;
- Maintain and enhance group activities in training, development and other networking opportunities to enhance the collective and community experience of PGR study.

Objective 2: To develop and administer a robust administrative system to manage PGR students from admissions through to award.

Postgraduate research students are distinctive in that although they are registered for a common course, each student is undertaking a distinctive programme of study in a unique relationship with the course and its administration. The University is committed to making the administration of those student programmes as coherent and transparent as possible with the highest quality management information available to staff and students.

The Doctoral College will therefore explore and **implement systems to make the tracking of doctoral students** throughout their studies easier. This will also include exploring the way to make the complete doctoral process online for the students. This will ensure that all information is kept in one place and making the process easier and more transparent for both staff and students. In developing these systems, close attention will be paid to the details of processes and different ways that students and their supervisors engage with and draw on this progress-related information.

In order to meet this objective, the Doctoral College will:

- Development and implement systems to ensure that staff and students have access to clear and up to date information about student progress;
- Develop and embed clear procedures to manage student progress, including the transition between stages.



Objective 1: To offer a ‘one stop shop’ dealing with all aspects of PGR studies for the university and for addressing PGR student’s needs, through working with other professional units e.g. the Wales Global Academy, SU, Student Services, careers.

Postgraduate research students are an increasingly diverse group in terms of their programmes of study, demographically, in their reasons for undertaking postgraduate research and their career and other objectives. This diversity is compounded in a multi-site institution with postgraduate research programmes that have an international reach. These circumstances present challenges in our efforts to ensure a comparable student experience as well as for students in their efforts to secure access to the services and experiences they need. The Doctoral College has a key role to play in supporting research students and providing information and access to networks as well as training and development opportunities.

The Doctoral College will act as an entry point for research students to services to support and enhance their study experience. It will work across the university to ensure that a coherent, consistent and clear approach to doctoral studies is adopted resulting in equitable treatment of and support for research students, taking account of disciplinary practices and expectations within that overall frame. This work will also ensure that all relevant departments and services are involved within the Doctoral College and that the Doctoral College uses all available facilities and knowledge to the best of their abilities to the benefit of the students. An initial focus of this support will be to work with Student Services with a goal to ensure that the implementation of the Student Health and Wellbeing Strategy 2020 recognises the specific circumstances and needs of PGR students.

The Doctoral College will promote the use of the Welsh language throughout its communications and training and development sessions.

The Doctoral College will promote opportunities for students to complete their studies through the medium of Welsh.

The Doctoral College will be an advocate for doctoral students and studies across the university and will seek to share successes from students, staff and the university.

In order to meet this objective:

- The Doctoral College will support an annual conference/summer school for all doctoral students. This will be designed to reflect the diversity and diverse needs of students across the spectrum and stage of their studies.
- Further to this, the conference/summer school will run a series of events including three-minute thesis competition (3MT) (with the hope that this will feed into the Vitae annual 3MT UK wide competition), poster session and competition and networking and student run sessions to supplement and complement the ‘current issue’ elements of the supervisor development programme.

In addition, once these core elements are implemented,

- The Doctoral College will implement a specific mentoring service for new and existing doctoral students. This will be based around supporting academically as well as signposting on to other university services where necessary and external services and local knowledge. The mentoring will be delivered by existing, specifically trained students and will be available to all UWTSD doctoral students. The scheme will be overseen by a staff member who will administer the scheme and ensure all mentors are adequately recruited and trained. Furthermore, while we recognise the considerable amount of mentoring that occurs within supervisory teams, a mentoring service will also be developed for supervisors.
- The Doctoral College will also work to improve access for doctoral students to facilities. This will include establishing a physical presence on each campus, including doctoral student rooms with IT facilities for students to use.
- The Doctoral College will also seek to improve the recognition of doctoral students across the university, including each student have access to a personalised profile page on the UWTSD website.
- The Doctoral College will also update pages on the UWTSD website, these will help to guide current students to relevant information as well as help to market doctoral learning in the university. Similarly, the Doctoral College will establish social media (Twitter, Instagram etc) to promote and improve viability of doctoral students, help to keep in touch with current and past students and to improve networking opportunities.

Objective 2: To ensure all PGR students across the university can develop a wide and diverse skill set in line with their needs, aspirations and career trajectory.

As postgraduate research is increasingly recognised as both making a contribution to knowledge and practice and as a source of training for high level research, the University will better provide for structured skills development to ensure their transferability into other research projects. While much of this training takes place within the student’s project and through supervisory practice and relations, collective practice can both enhance that individual learning and development while also opening up new and supplementary areas of research and investigative skills development. Recognising the important and valuable work currently undertaken within Institutes, especially where there are discipline and field specific training and development needs, alongside the goal of a coherent cross-University training and development programme as part of a UWTSD PGR experience, the Doctoral College will coordinate wider PGR student training and development activities. With the overall objective to offer a proactive and inclusive learning environment for all doctoral students there are a number of different ways we will seek to achieve this.

Firstly, through the provision of quality training and development programmes.

- This will be delivered within and across the University with links made to external opportunities. The Doctoral College will put in place a Student Development Programme of courses and workshops.
 - These research student training and development sessions will be linked to the Researcher Developer Concordat and Framework and will seek to give all access to quality training.
- The structure of the Student Development Programme will be based on key milestones within student studies which will ensure that all students are suitably equipped with key information about expectations and processes within the university.
- There will be four key sessions that every student must attend spaced out over the three years of doctoral study (or 6 for part time students).
 - The additional sessions will be more focused on aspects of wellbeing, careers, academic skills and positive messaging and will link to wider university services.

The Doctoral College will explore ways to provide funding to support a small number of grants for students wishing to attend conferences, workshops or training. These will be available via application process and assessed based on merit and perceived impact on the research activities to each student.

In order to meet this objective, the Doctoral College will:

- Lead a coordinated student training and development programme;
- Work with Institutes
 - o to identify training needs that supplement and complement discipline, programme and Institute programmes,
 - o to develop opportunities for research skills development in cross institutional settings, and
 - o to ensure those developments meet the needs of an increasingly diverse student body;
- Ensure that the programme is offered in ways, formats and locations that increase to likelihood of equity of student access.
- Develop a robust system that ensures that all current and future postgraduate research students undertaking or supporting teaching undergo appropriate training



Domain: Student

Objective 3: To support researcher identity and networks through the development of the associated student body

Recognising that student research programmes are distinct – even as noted earlier when students are registered for the same course, that successful PGR study relies heavily on the character of student-supervisor partnership, and that PGR study is a highly individualised process, the Doctoral College is committed to providing opportunities for student voice to be heard and acted on that recognise this distinctiveness. Accordingly, the Doctoral College will provide multiple opportunities for and draw on student representation, including working with the SU, as well as with working groups of PGR students involved in the deliberations, decisions and direction of the College. This will ensure that all plans implemented will be done so with the input of postgraduate research students themselves, thus keeping the processes transparent to the student population.

In order to meet this objective, the Doctoral College will:

- Work with the SU to develop a form of student representation that recognises the distinct characteristics of PGR study and of PGR students;
- Provide opportunities for both face to face and virtual modes of student input and representation;
- Ensure transparent information flows and regular reporting back to the student body regarding relevant developments, programmes and initiatives within and beyond UWTSd; and
- Provide opportunities for PGR students to discuss current topics and learning needs.



Domain: Staff

Objective 1: To develop and support supervisors to ensure good quality and consistency in the supervision of PGR students

The supervisory relationship in postgraduate research programme is an unusually close and subtle one, changing often markedly over the course of study and influenced by the nature of the study as well as the degree programme. The highly individualised character of research degree study means that this supervisory relationship can have a profound effect on both the programme and the quality of student experience. The quality of our awards and of student experience is shaped by these staff-student partnerships that the Doctoral College will work to enhance by developing a supportive framework for both staff and students and through a coordinated approach to staff training and development. To ensure adequate opportunity to build this supportive supervisory environment, the College will work towards Activity Profile and Appraisal systems that adequately recognise and provide time for supervision, including adequate study time to ensure recent and relevant training/research is available.

The Doctoral College will work with staff across the university, both from the academic Institutes and services to ensure that there is a coherent, consistent and clear approach to doctoral studies adopted resulting in equitable treatment of and support for students, taking account of disciplinary practices and expectations within that overall frame. This work will also ensure that all relevant departments and services are involved within the Doctoral College and that the Doctoral College uses all available facilities and knowledge to the best of their abilities to the benefit of the students.

Our work with staff from across the university will include developing interdisciplinary working practices for students and supervisory staff while encouraging networking across the university and beyond. Success in our work with supervisory staff will include ensuring that the Doctoral College puts in place effective working practices with international centres in conjunction with the International Office. The Doctoral College's distinctive cross-university role means that we will work with Institutes, professional services units and other centres to build a shared understanding of expectations and best practice by supervisors across the board, including UWTSd permanent staff and 'pool' supervisors working in domestic and international programmes.

- The Doctoral College will also put in place a **Supervisor Training and Development Programme** to ensure the continued professional development of all supervisory staff. This will ensure that there is consistency in the supervisory provision across the university, as well as bringing together all supervisors to encourage a community of sharing practice and learning.
- These supervisor training and development sessions will be grounded in relevant professional standards through being linked to the Researcher Developer Concordat and Framework and will seek to give all access to quality training, including professional recognition programmes and certification opportunities.

The **Supervisor Training and Development Programme** recognises the shifting student-supervisor relationships throughout each distinct research degree programme. Working to build engagement with postgraduate pedagogic practice, this programme will be a blend of the developmental and informational, face to face and virtual combining live and pre-recorded, including supervisor-led, components. There will be some mandatory sessions for all new supervisors, including experienced supervisors new to UWTSd.

- The courses will be delivered by Doctoral College Staff as well as staff from across the university.
- The Doctoral College will also signpost to appropriate external training opportunities, while also drawing on those opportunities where appropriate to inform the university's postgraduate research student and supervisor training and development programmes.
- The Doctoral College, in addition to its own training and development events, will support and promote wider university and external events through the Doctoral College Community Platform.
- In addition, recognising the extensive training and development that happens within supervisory teams, we will work with Institutes and other University units to develop a mentoring service for supervisors.

The Doctoral College will also run an **annual supervisor symposium** focused on developing aspects of postgraduate pedagogy.

In order to meet this objective, the Doctoral College will:

- Develop and lead an all-of-university training and development programme for research degree supervisors;
- Through this programme and other events take steps to build a community of practice among research degree supervisors;
- Integrate supervisor training and development opportunities to sector wide programmes, including cross-institutional links in Wales;
- Enhance access to resources for staff to support their own assessment of needs and access to supervisory training and development opportunities;
- Develop professional practice which results in certificated or other recognition within the sector.



Objective 1: To raise the profile of all PGR education across the university and beyond

As part of its Research and Innovation Strategy the University is committed to expanding our postgraduate research programmes and promoting the cutting edge work our postgraduate research students are doing. This involves work both internally and externally to raise the profile of postgraduate study, building on and extending the networking that lies at the base of the postgraduate research community, including by locating PGR student research in the University's research programmes and networks.

The **Doctoral College Community Platform** will be utilised by the Doctoral College staff to promote events and training opportunities, drive communication and inform students on university guidance relevant to their studies. The platform will depend on the input from both staff and students with hopes that it will develop into an organic site that uses forums and groups to create discussion and a supportive atmosphere for all students and supervisors.

The Doctoral College will also maintain **up to date webpages**. This will ensure that existing and prospective students can easily access information and navigate to all relevant pages. This will help in recruitment and making the application process easier and simpler for prospective students. A further part of this will be to ensure that the Doctoral College webpages link to the relevant Institute research pages and staff information pages, for ease of prospective students exploring research interests of staff and research groups.

In line with our community of practice orientation that recognises the considerable experience and knowledge held both by staff members and former students, the Doctoral College will develop alumni-oriented networking and training opportunities with a view to building continuing involvement with UWTSD and opening up possibilities for continuing research and consultancy activities.

Finally, the Doctoral College will work with students and staff from across the university within working groups to help to inform and gather ideas on any suggested changes to provision and processes as well as to continue to gather ideas and feedback from the whole doctoral community.

In order to meet this objective, the Doctoral College will:

- Promote opportunities for postgraduate study and supervision within the University;
- Support initiatives to develop new PGR programmes and opportunities;
- Maintain a lively on-line presence;
- Develop programmes and initiatives with Institutes and the SU to enhance the profile of PGR study and support for PGR students;
- Develop mechanisms to enhance alumni involvement in post-doctoral training, networking, research and consultancy opportunities.

To get involved in any of the upcoming coproduction activities or events please contact the Doctoral College on email (doctoral.college@uwtsd.ac.uk). Equally, if you have any suggestions please get in touch with the Doctoral College and share your ideas, we would greatly appreciate your feedback. You can provide feedback and your views via the Doctoral College Community Platform, your supervisors or Institute Research Managers, the SU or directly to us.



SECTION 3

WHAT RELEVANT INFORMATION WE USED

As well as using staff and student feedback, information from consultation with key stakeholders and data (e.g. survey, facilities access, service evaluation, student cases) in the development of this strategy, we have also used a range of external key sector documents and national statistics to support us in identifying our objectives for this strategy.

Outlined below are the key frameworks and reports that assisted in shaping the objectives and that will continue to shape practice and our review and assessment:

Consultation through the University’s committee structure and with a range of stakeholders:
• Doctoral College Board • Research Committee • Institute Managers of Research Degrees and Programme Directors of Research Degrees

University Feedback and Data:
• PGR supervisory workloads • Application, admission and completion data • PRES survey data • Strategic Equality Plan

Sector Reports, Frameworks and Guidance:
• Vitae, UKCGE and UUK guidance and frameworks • HEFCW and QAA guidance • University’s Strategic Plan • Vitae: The Concordat to Support the Career Development of Researchers (2019) • Vitae Researcher Development Framework • UUK: Concordat to Support Research Integrity (2019) • Advance HE: Postgraduate Research Experience Survey (biennial) • QAA: UK Quality Code: Advice and Guidance Theme: Research Degrees (2018) • QAA: Characteristics Statement: Doctoral Degree (2020)

SECTION 4

HOW WE WILL DELIVER AND MONITOR THE PLAN

The actions within the Doctoral College Strategy will be delivered through an operational delivery plan.

The central Operational Delivery Plan (ODP) identifies the key tasks required to build this Strategy over a 3-5 year period, key SMART objectives set for each area. This Operational Delivery Plan will be implemented by Doctoral College staff and others in PGR leadership and management, and is coordinated by the Doctoral College Board. There will be an annual review of progress made in relation to the central operational delivery plan which will be reported to Research Committee and Senate. In addition to monitoring progress against its priorities, the central Operational Delivery Plan also:

- facilitates coordination of cross cutting strategies and plans;
- allows assessment of cross-University PGR development and support alongside programme development and enhancement at Institute level;
- enables auditing of the impact and effectiveness of the strategy;
- monitors delivery of postgraduate research objectives and priorities;
- provides an opportunity to reflect on the appropriateness of targets;
- ensures an agile strategy that can respond to changes sector developments and other contextual factors;
- engages staff and students in the development and implementation and review stages.

Annual Review of Progress

We have a well-established and effective annual review process in place.

The annual review process evaluates on impact and outcomes of the actions, with the aim to monitor performance and ensure effective outcomes.

The annual review process enables the DCB, Research Committee and Senate to monitor and scrutinise the progress of the priorities and actions in postgraduate study and development.