

Leading institutional change

- the intrinsic value of strategic partnerships in research supervisor development.

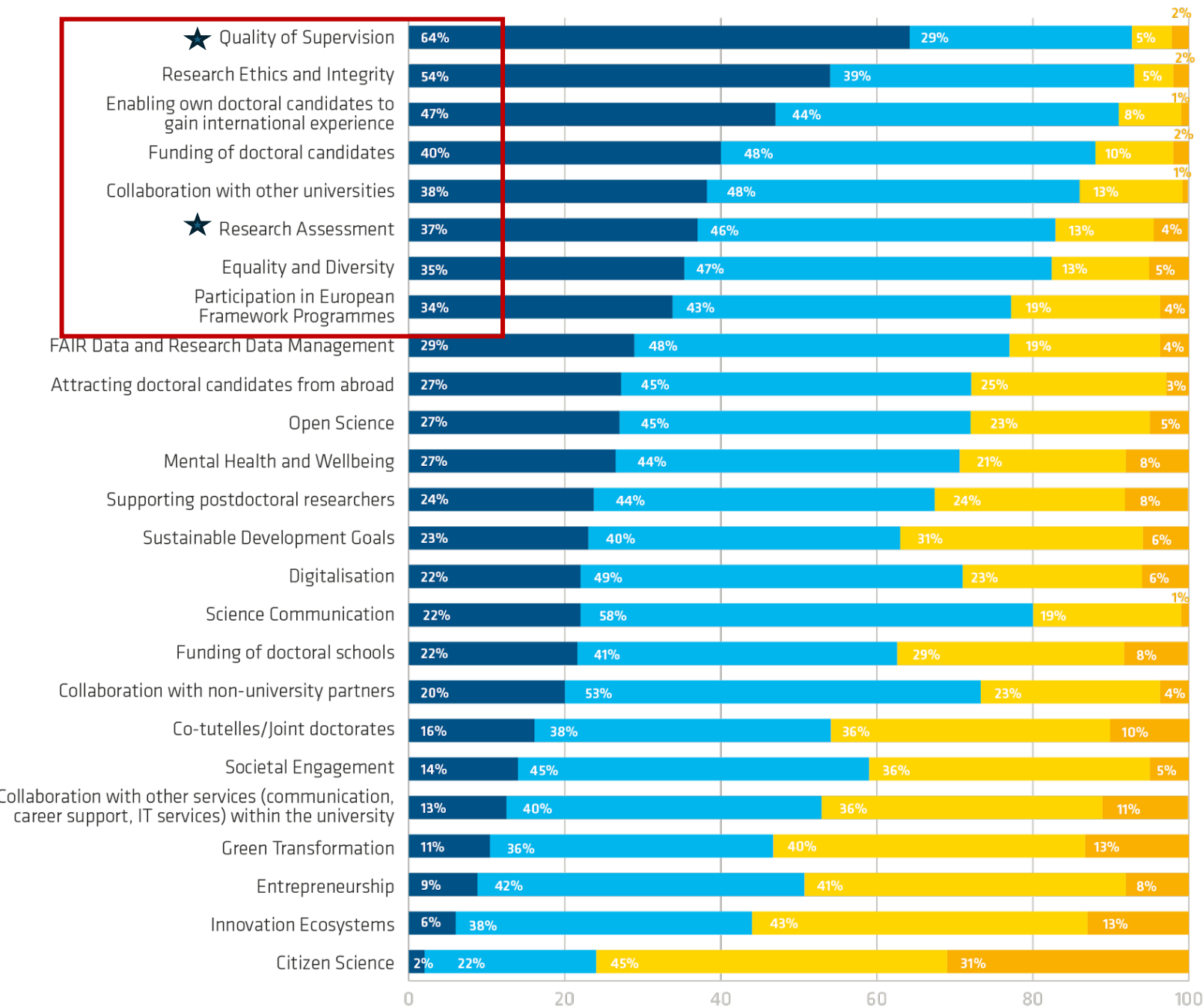


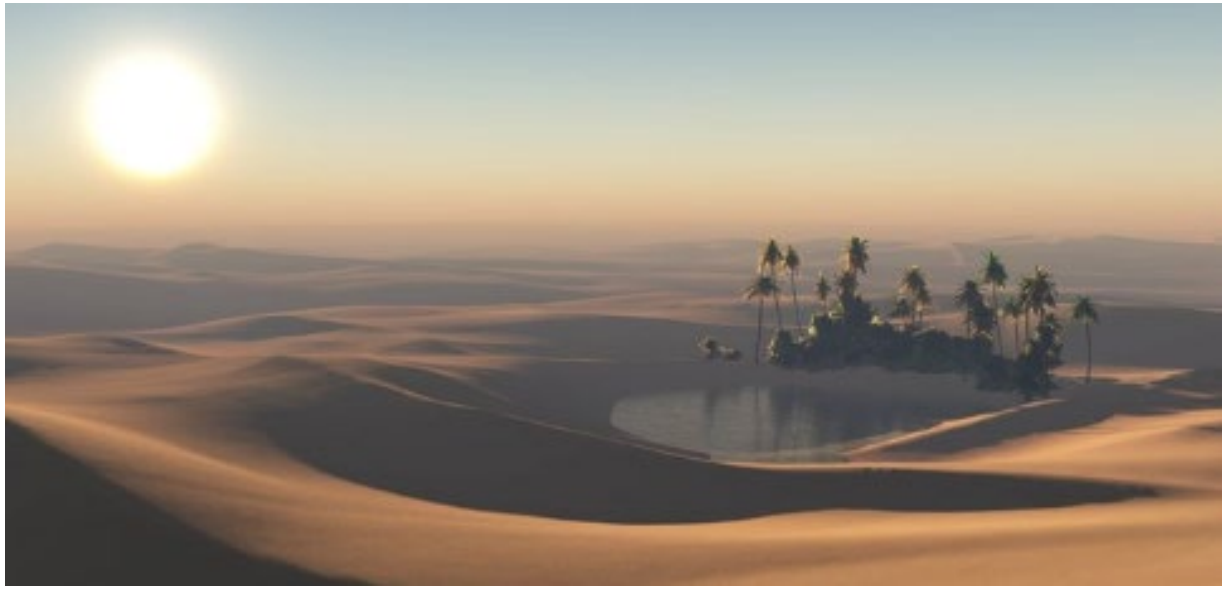
Dr Janet Carton

*Head of Graduate Studies & Research Strategy, UCD
Vice President, Orpheus
UKCGE Trustee*



Doctoral education in Europe: current developments and trends *(April 2022)*





cultural change

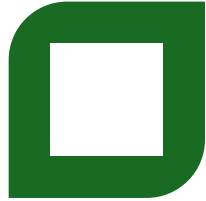


developments / initiatives

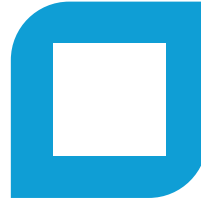
Changes in..



RESEARCH STUDENT
NEEDS



RESEARCH
SUPERVISOR ROLES /
NEEDS



INTERNATIONAL-
NATIONAL POLICY



QUANTITATIVE
METRICS ONLY- AS
EVIDENCE OF VALUE?!



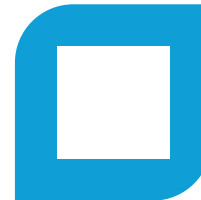
INTRODUCTION OF
RESEARCH CULTURE-
EXPERIENCE



RECOGNITION OF
PROFESSIONAL
DEVELOPMENT



SIGNIFICANT
CULTURAL CHANGE



ROTATING SENIOR
LEADERSHIP /
STRATEGY CHANGES



LANGUAGE USED /
FOCUS -
CONSISTENCY?

Challenges – can (do / did) partnerships help?

Value recognition

Leadership / strategy changes

HE incorporated (COO, CEO & CPO)

Continuity- consistency

Cultural change

Credibility

Engagement

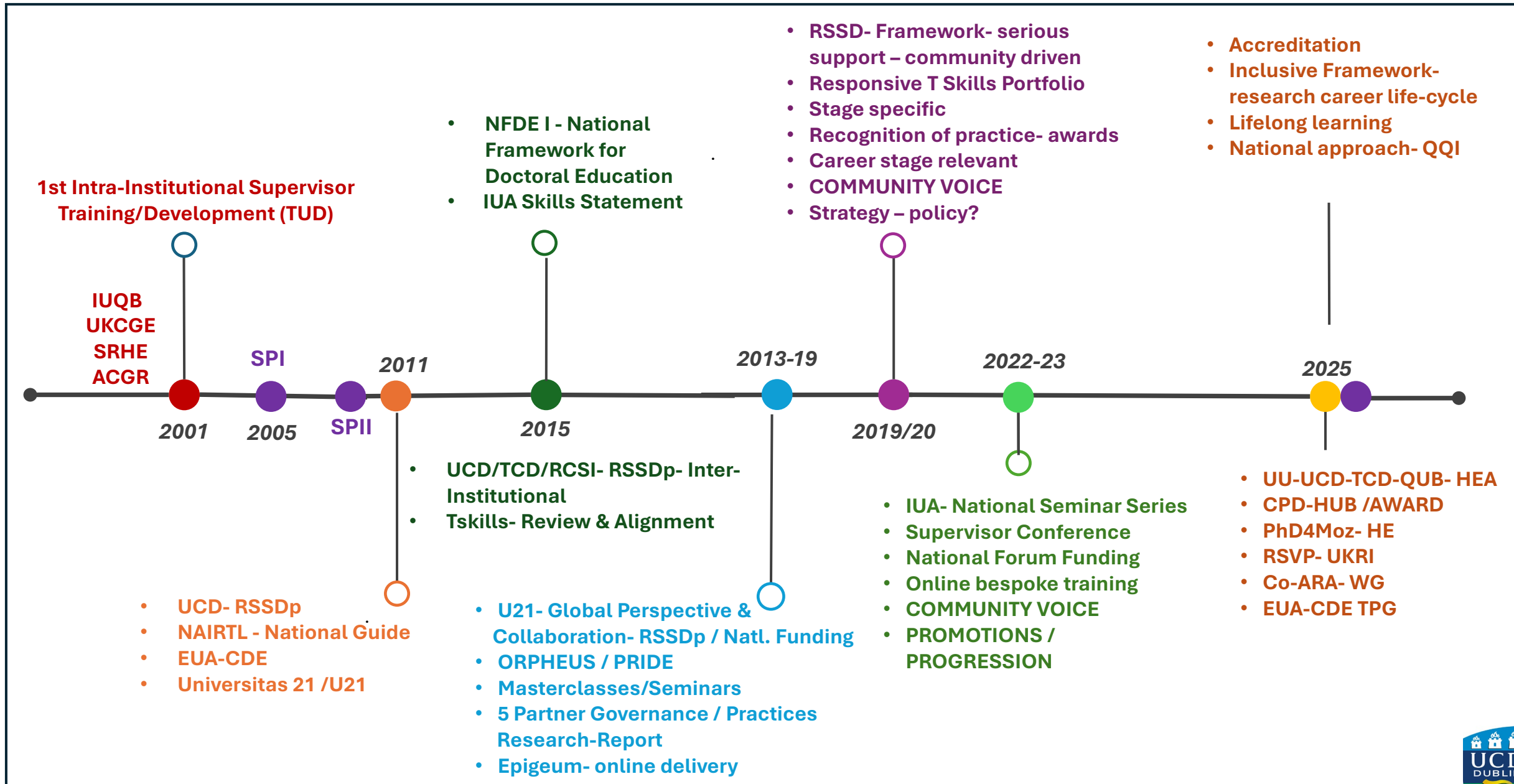
Sustainability



Growth is not just a matter of learning new information, but of unlearning old limits

Alan Cohen

RSSD- timeline



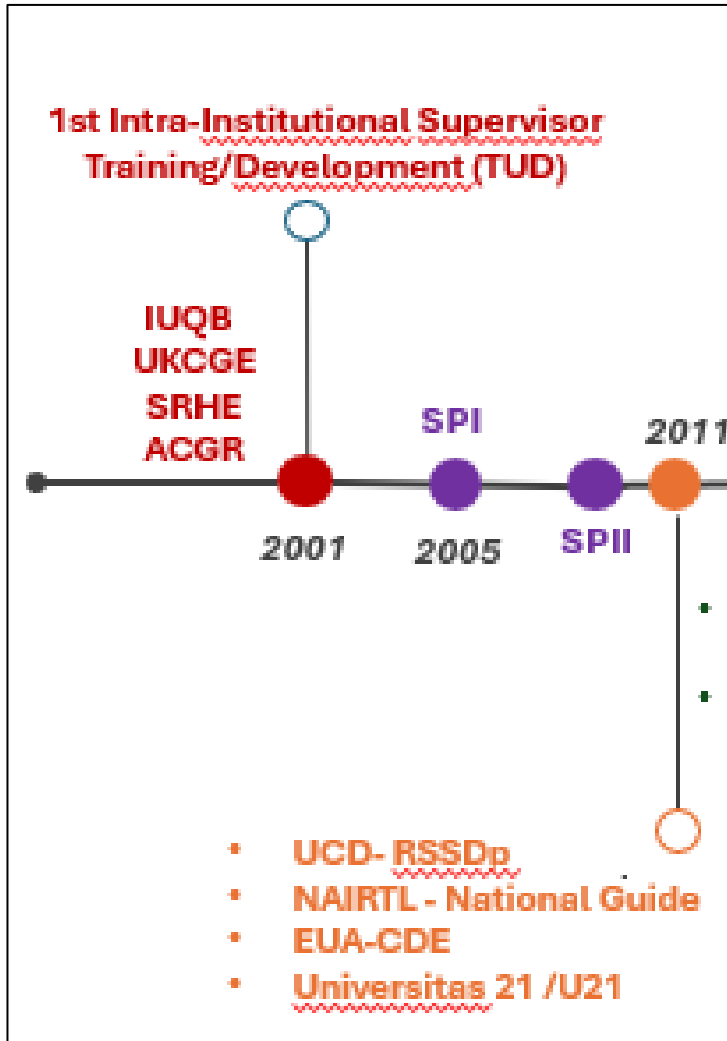
Research Supervisor Support & Development - Ireland

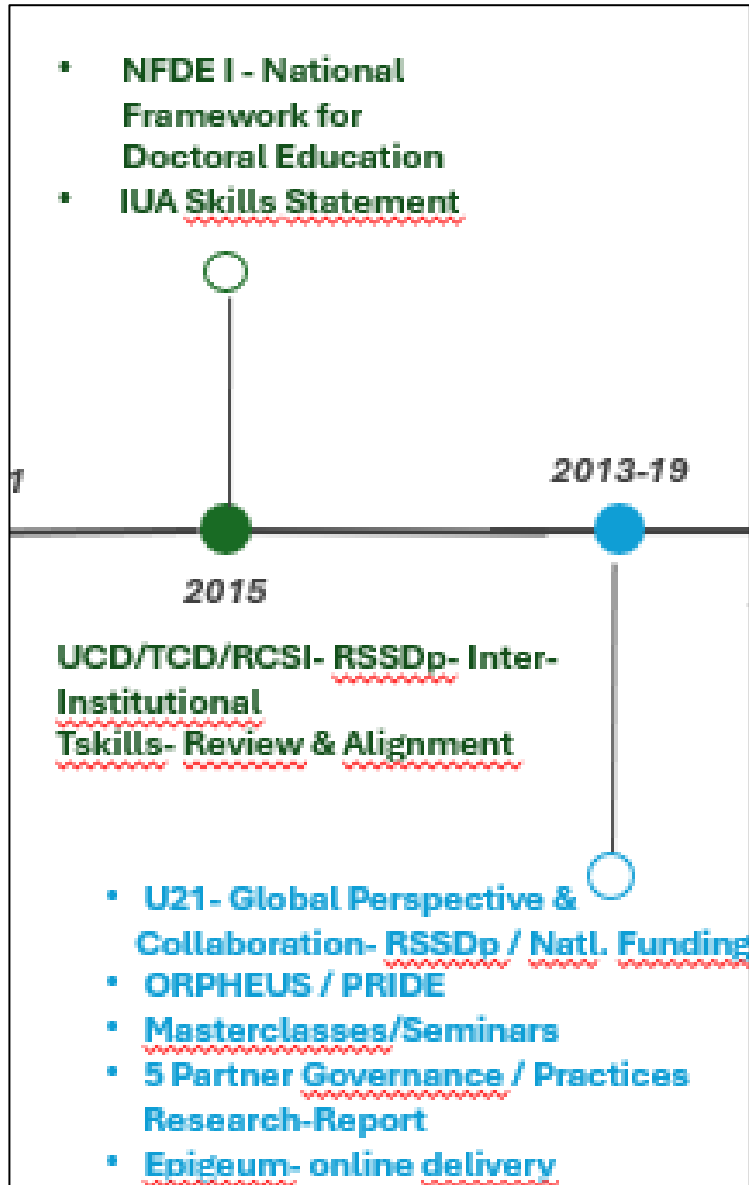
Zero to 'Nice to do'

- Cross institutional
- Trial and error
- Policy – where could this 'fit'
- IUQB- UKCGE – ACGR-SRHE (Irish / UK / Aus / NZ)

2005-2010- SALZBURG EUA-CDE

- Explicit research student skills
- Explicit supervisor development
- RSSD programme – UCD
- NAIRTL – funding & national guide
- Universitas 21- global perspective
- Student – supervisor messaging- consistent





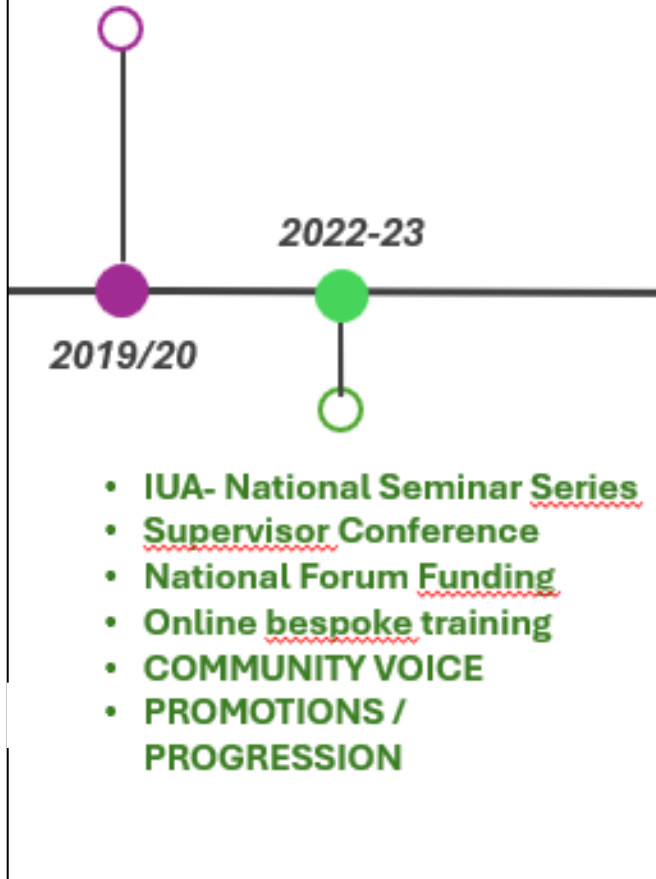
We 'should do'- role of supervision 'seen' Doctoral Education- Ireland

- National Framework Doctoral Education (NFDE)
- IUA Skills Statement – research student skills
- FUNDERS – EU / IRC

UCD – Engage / partnerships / funding

- UCD/TCD National Forum Funding
- UCD-TCD-RCSI- collab + U21 (Interinstitutional)
- Masterclasses / symposia
- U21- Partner practices / governance
- Orpheus- *Quality in Doctoral Education*
- PRIDE – Professionals **
- Epigeum – online delivery provision

- RSSD- Framework- serious support – community driven
- Responsive T Skills Portfolio
- Stage specific
- Recognition of practice- awards
- Career stage relevant
- **COMMUNITY VOICE**
- Strategy – policy?



EUA Review – QQI

Positive - Training Mandatory

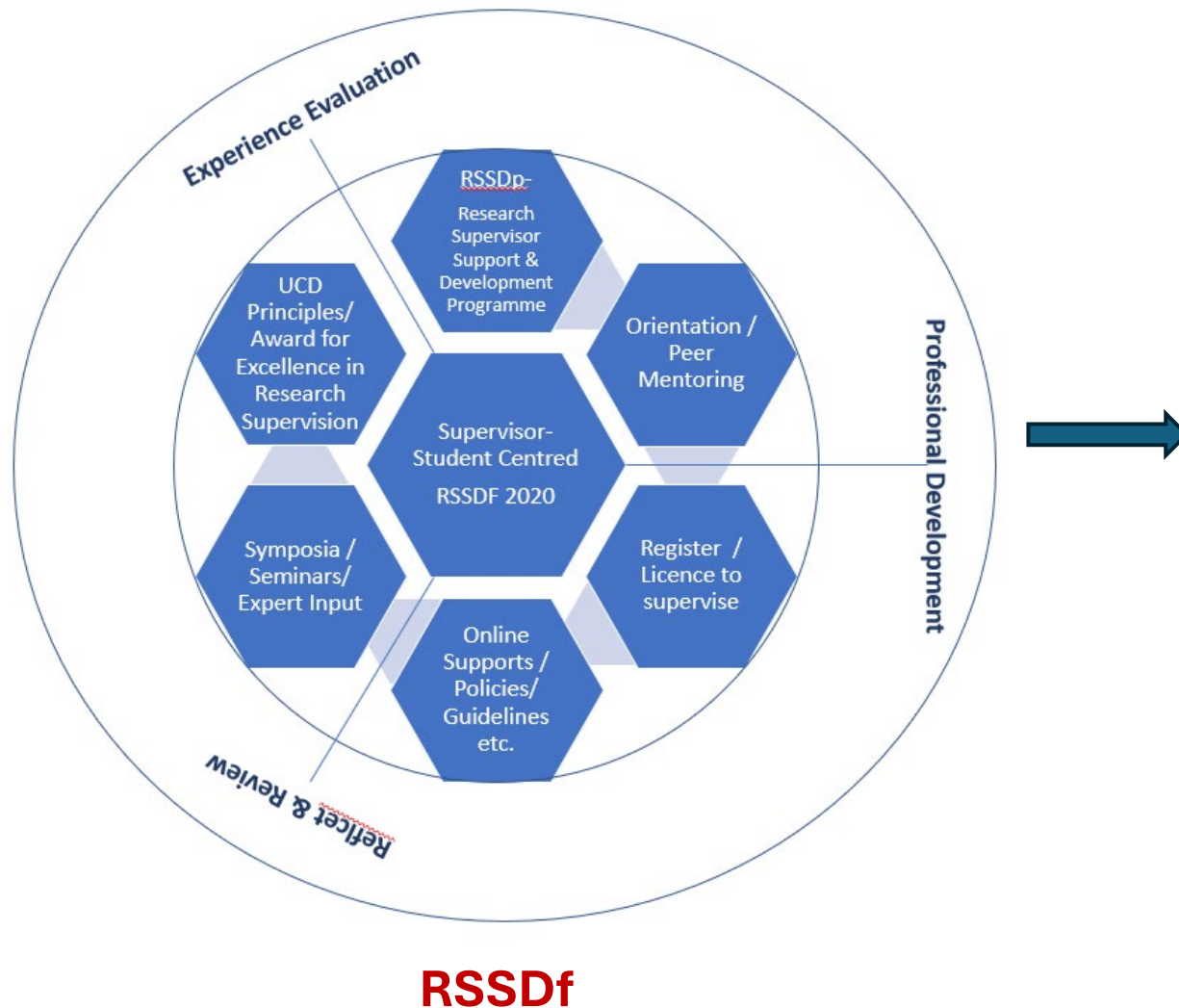
- **Multiple** support approaches
- **Community** driven / accountability
- HOW TO CAPTURE- RSSD Framework
- Policy Impact / strategy - consistency
- University working group
- EU FUNDING

National approach - UCD

- **National** Seminar Series (IUA)- QQI interest
- **National** supervisor conference
- Progression / **promotions criteria**
- **Award** for recognition- Dean's Award
- **Dissemination** – *RSSD Framework*
- *The Making of Research Supervisors*
- Growing **partnerships** with significant outputs –
UU/QUB/TCD/UCD- HEA
- Credibility



Research Supervisor Support & Development Framework



RSSDf - RSSD working group

- RSSD training programme - **RSSDp**

- **Online / in person** supports / symposia / website HUB

- Induction- new supervisors- fundamentals & refresher programme

- Capturing experience – portfolio / register

- Dean of Graduate Studies

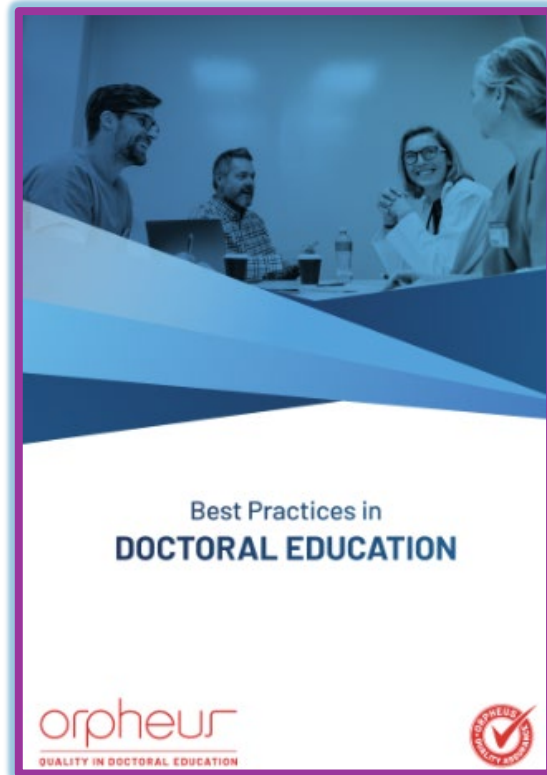
Award for Excellence in Doctoral Supervision

- Promotional tool – Researcher Development Framework

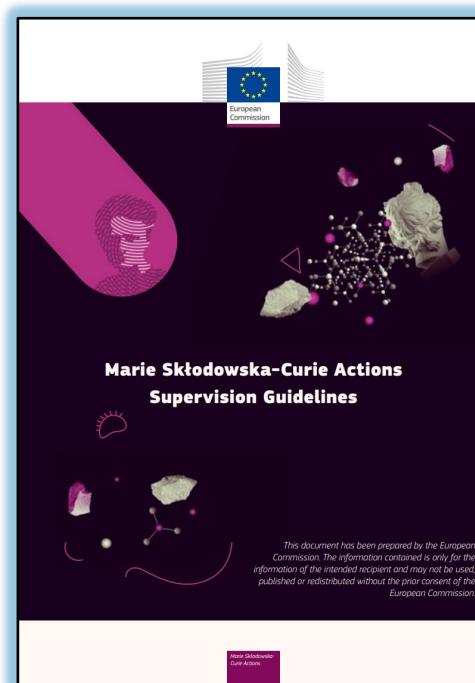
- Impact - experience



Universities should invest in the **training of supervisors**, enabling them to embrace their roles fully and ensure that the doctoral school plays its supportive role.



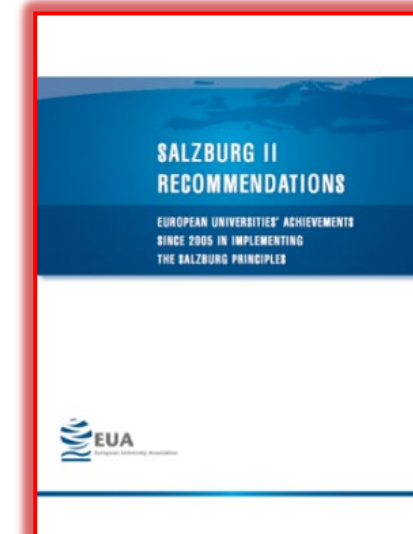
The core and advanced recommendations outlined in the **Best Practices**, are designed to aid institutions keep **quality assurance in doctoral training** steadfast, in an ever changing and demanding academic environment.



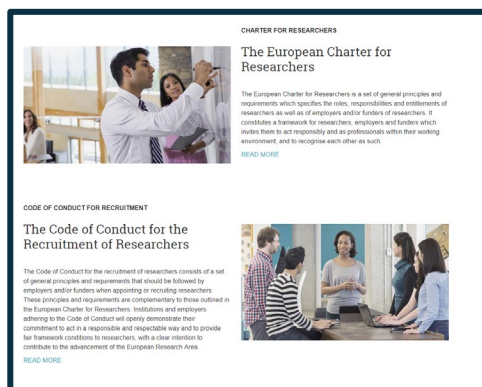
Role of supervisor
Role of researcher
Role of institution
Training & professional development for supervisors



Cross pollination*

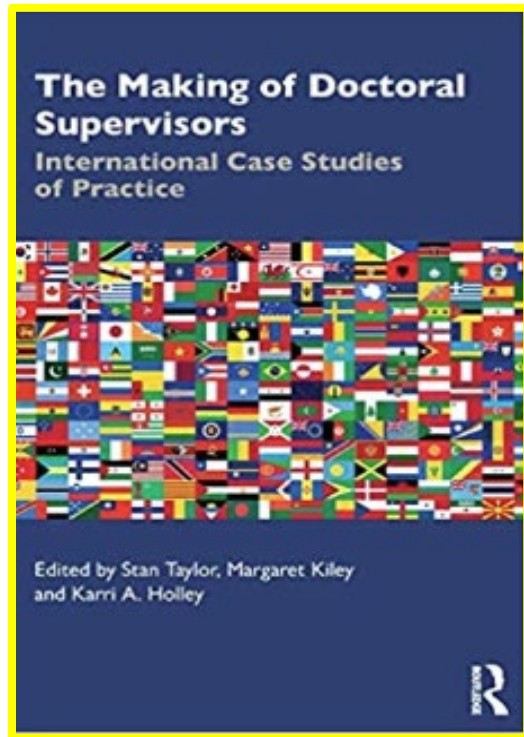


Europe & International



21 Doctorate Awarding Nations

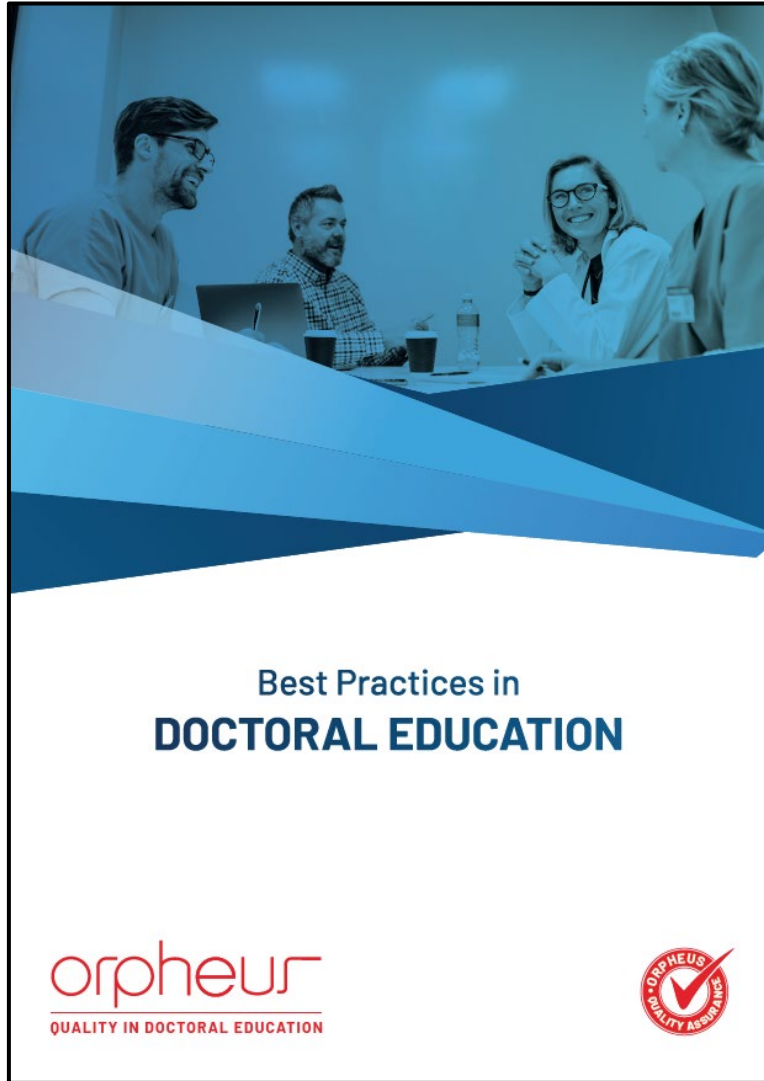
75% of doctorate output globally



Select, support, recognize & reward supervision

- **Mandatory induction*** - Australia, Sweden, UK, Ireland
- **Mandatory refresher programmes** - Australia, Denmark, UK
- **CPD for supervisors** - Australia, Canada, Denmark, Ireland, Sweden & UK
- **Mentoring** – Australia, Canada, Ireland, Russia, UK
- **Recognition & Reward**- Australia, Canada, Denmark, Ireland, UK & US
- **Workload allocations** – Brazil, France, India, South Korea, Spain, Sweden, Turkey & UK

**50% programmes less than one day*



*Cross pollination**

- Research Environment
- Outcomes
- Admission Policy & Criteria
- PhD Training Programme
- Supervision
- Assessment
- Graduate School Model Structure

Working together

IUA-23

Research Supervisor Support & Development IUA Collaborative Webinar Series - 2022

The research supervisor's role has altered and grown in recent years. Universities are recognising this change, by embedding professional development supports in doctoral education strategies, the aims of which are to assist supervisors in meeting new demands and in remaining contemporaneous in their practice.

The IUA Collaborative Webinar Series is a unique initiative, between UCD, TCD, RCSI, DCU, MU, NUIG, UCC and UL, which aims to support research supervisors through the forum of online webinars. Targeting new, inexperienced research supervisors and more experienced staff from across the consortium, it supports those who would like to refresh their knowledge and discuss best practices on approaches to research supervision.

The programme of online activity runs from December 2021 - May 2022 and highlights approaches to common challenges, current practices and pedagogies within the field of research supervision, that are not institute specific. Panel discussions with experienced research supervisors, experts in the area, professional staff and research students, will take place across this interactive programme, offering a platform for discussion and an opportunity for peer-to-peer learning.

Supervisors in partner institutions, with all levels of experience, are invited to register for one, some, or all, of the available workshops highlighted below, through the following [Eventbrite link](#).

Research Supervision - Collaborative Webinars 2022 - [Eventbrite Link](#)

1.Fri	Dec 10 th	2-3.30pm	Successfully Supervising research Students Remotely- Prof Bob Harris, Karolinska Institute (UCD/TCD)
2.Fri	Feb 4 th	2-3.30pm	Understand Brain Development as it Relates to HEI Students (UCC)
3. Thur	Feb 17 th	2-3.30pm	The Same or Different? Supervision of the Professional Doctorate (UL)
4. Fri	Feb 18 th	2-3.30pm	Identify the Risks and Opportunities of Contemporary Socio-cultural Contexts Relating to Students' Learning (UCC)
5. Thur	Feb 24 th	1-2pm	Mental Health and Well-being of PGRs (TCD)
6. Fri	Feb 25 th	2-3.30pm	Supervising Research Students & Clinical Practice (RCSI)
7. Fri	March 4 th	2-3.30pm	Navigating Supervisory Styles, Roles and Responsibilities (UCD)
8. Fri	April 1 st	2-3.30pm	Supporting Academic Writing (DCU)
9. Thur	April 7 th	1-2pm	Navigating Difficult Conversations with Research Students (TCD)
10.Fri	April 8 th	2-3.30pm	Recruitment & Selection of Research Students- Top Tips (MU)
11. Thur	April 28 th	1-2pm	Career Development & Networking for Research Students (TCD)
12.Fri	April 29 th	2-3.30pm	The Student's Voice (UCD)
13.Fri	May 6 th	2-3.30pm	Explore Practical Strategies for Enhanced Student Success and the Development of Graduate Attributes through Curriculum Design, Learning, Teaching and Assessment (UCC)
14.Fri	May TBC	2-3.30pm	Managing Common Challenges in Research Supervision (NUIG)

PLEASE contact Dr Janet Carton, (janet.carton@ucd.ie), or Elizabeth Crean (elizabeth.crean@ucd.ie), UCD Graduate Studies, for further information. Registration is through the following [Eventbrite link](#).



Horizon-Europe -24

SEMINAR SERIES: ENHANCING DOCTORAL SUPERVISION

PhD4Moz invites you to explore the field of doctoral supervision from a variety of perspectives, led by international experts.

Wednesdays at 13h (GMT+2) Free of charge

Register by email: natalie.jellinek@ki.se

ZOOM: <https://ki-se.zoom.us/j/62637868042>



Pillars of best practice for doctoral supervisors (in English)

Janet Carton, Vice-President ORPHEUS & Head of Graduate Studies, UCD, Dublin, Ireland

8/5
13-15h

Working well & nurturing good supervisory relationships (in English)

Juha Nieminen, Lecturer, Unit for Teaching and Learning, Karolinska Institute, Sweden

15/5
13-15h

Promoting Harmony: Workplace Conflict Prevention and Resolution for PhD Supervisors (in English)

Robert Harris, Academic Vice-President of Doctoral Education, Karolinska Institute, Sweden

22/5
13-14h

The PhD journey: Roles and responsibilities (in Portuguese)

Joana Almeida Palha, Professor, School of Medicine, University of Minho, Braga, Portugal

29/5
13-15h

Intercultural supervision: Challenges and opportunities (in English)

Cecilia Almlöv, Head of Unit, Teaching & Learning, SLU, Sweden & Rehana Capurchande, Head of Central Training Department, Center of Coordination of Gender Issues, Eduardo Mondlane University (UEM), Mozambique

5/6
13-15h



ORPHEUS 24/25 - TTT

Masterclasses (2-3hrs)

The rich expertise in both the Executive Committee and within the ORPHEUS family, is harnessed to offer short masterclasses on key topics that institutions feel they would benefit from. Some examples of possible masterclass topics include;

Train the Trainers (1-2 days)

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UCD-TCD-RCSI- 2011-23

Research Supervisor Support & Development Programme- 2023



UCD Graduate Studies -Research Supervisor Support & Development Programme (RSSD)

This hybrid programme of workshops is targeted at new, inexperienced research supervisors and more experienced staff who would like to refresh their knowledge on aspects of research supervisory practice. In 2023, the successful collaboration between UCD, TCD and RCSI on the RSSDP continues, with university offering specific workshops that are open to partner institutions as indicated. We are also delighted to be joined by the University of Connecticut, a Universitas 21 partner with UCD. These collaborative workshops address key research supervisor challenges and contemporary practices and are not institute specific. Panel discussions with experienced research supervisors and those new to supervision will take place across the programme. The 2023 RSSDP will commence on Friday January 27th with a session given by our visiting expert, Hugh Kearns. The schedule is outlined below and the venue for in person UCD Workshops will be the UCD Sutherland School of Law, William Fry Theatre (L143). The venue and dates for TCD and RCSI workshops will be confirmed shortly.

2023 RSSD Programme of Core UCD Workshops

1.Fri	January 27 th	1-3pm	Visiting Expert – Hugh Kearns (Finders University, Thinkwell)
2.Fri	February 17 th	1-3pm	Fundamentals of Research Supervision [ONLINE]
3.Fri	March 10 th	2-4pm	Attracting the 'Right' Candidate [UCD-WF]
4.Fri	March 31 st	1-3pm	Navigating Supervisory Styles, Roles and Responsibilities [ONLINE]
5.Free	Free	Edge	Enhancing the Research Student's Skills Base [UCD-WF]
6.Fri	Apr 28 th	1-3pm	The Student Voice [ONLINE]
7.Thur	May 11 th	2-4pm	Monitoring, Assessment, Examiners, Viva (MAEV) [UCD-WF]
			Mastering Challenging Conversations – Uni Connecticut [ONLINE]

Key Learning Aims* of the RSSD Programme

Upon completion, participants will be able to:

- Approach student recruitment in a manner which maximizes the likelihood of best candidate selection
- Navigate institutional policies and procedures
- Identify their own role as supervisor and frame the doctoral supervision process
- Advise and assist students on structuring and managing their work
- Be capable of carrying out a training needs analysis
- Appreciate the challenges, problems and pitfalls of supervision and identify approaches to overcome these
- Provide guidance to students on thesis and viva preparation
- Handle conflict and understand mechanisms through which to seek resolution
- Gain an understanding of the international norms associated with being an external examiner of research theses
- Approach research supervision from a pedagogical perspective and examine reflective practice as a tool for practice development.

2024-2025

- UCD - Learning for Life / CPD / Faculty Development Framework.
- Orpheus- *TrainTheTrainers* / UCD/QQI applicable
- Horizon Europe – PhD4MOZ / ALLIANCE4LIFE
- Co-ARA – National chapter

WG-UCD + Nottingham Trent, Vilnius Tech, PoliTo, UI, Sience Academy (Turkiye)

- *RSSDf / accreditation*
- RSVP – UCD/UU/KI/Orpheus
- HEA- North South (UU/UCD/QUB/TCD)



UCD Challenges – partnerships helped

Value recognition- community / UCD

Leadership changes – embed strategy

Continuity- core consistent 3rd space staff

Cultural change – all stakeholders / practice

Credibility – evidence based / benchmarked

Engagement – upwards trajectory / desire / promotional carrot

Sustainability - ongoing



***Growth is not just a matter of learning new information,
but of unlearning old limits*** Alan Cohen

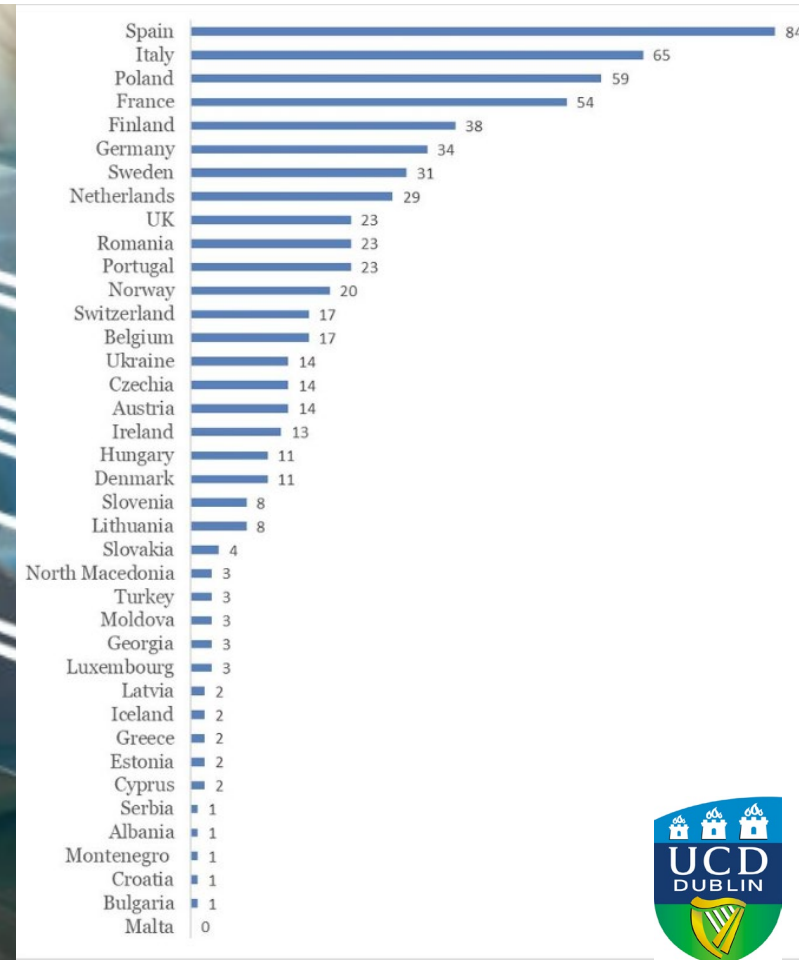
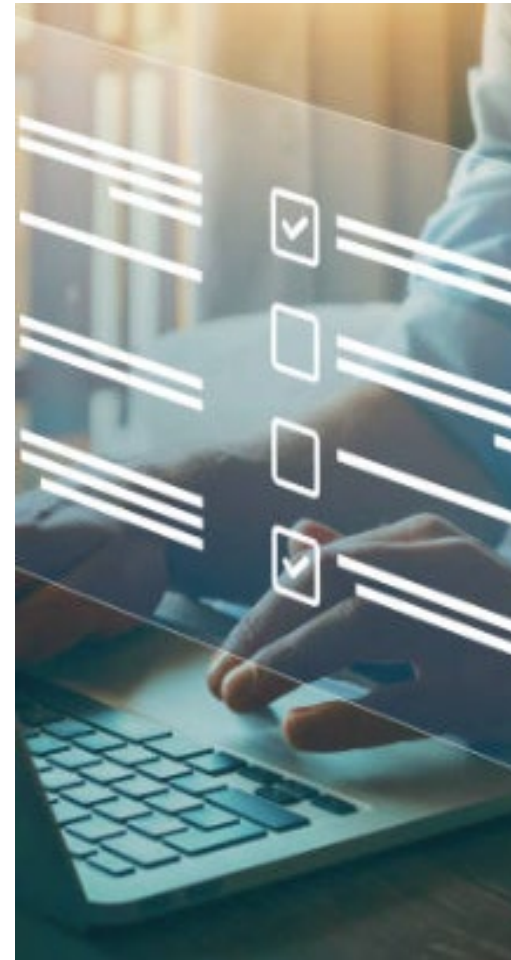


The pace is picking up

The Coalition for Advancing Research Assessment (CoARA)

..is a collective of organisations committed to **reforming the methods and processes** by which **research, researchers, and research organisations** are evaluated.

NB- What is important what is the best way to capture and measure it?





Generative AI

Impact on **how** we do research and on **what** we research
How we determine / measure doctoral learning / teach it?
How we **measure value and impact-** assess

Professional Developments

EUA-CDE – *research assessment*

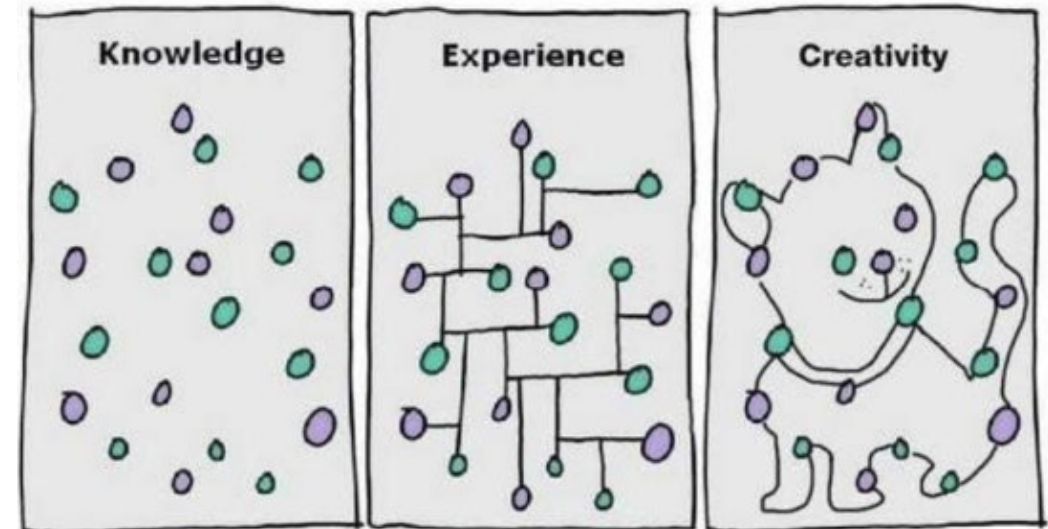
- **Supervisors are interacting with the most vulnerable party to changes in research assessment – their role is key**
- The supervisors themselves and their open mindedness is key
- **How is supervision taken into account** and how is it **reflected in their research activity and career progression?**
- Supervisors need to be able to instil in research students, the **importance of what they research** and publish in the broader context, what is the impact?
- Supervisor + research student = doctoral research...supervisors have supervised this doctoral research - this is linked to how students and quality supervision will be assessed



Recommendations (Strategy in action and in hindsight!!)- lessons learned

- Funder criteria- driver - leverage
- Community – co-creation all stakeholders / champions
- Clarity- messaging-translation of value
- Consistent development – 360 consistent view- strategy-policy – 3rd staff
- Proactivity less reactivity – innovative thinking
- Strategic sustained partnerships – critical credibility (thank you Salzburg Principles I/II)
- Sharing / dissemination
- Creativity – float all boats

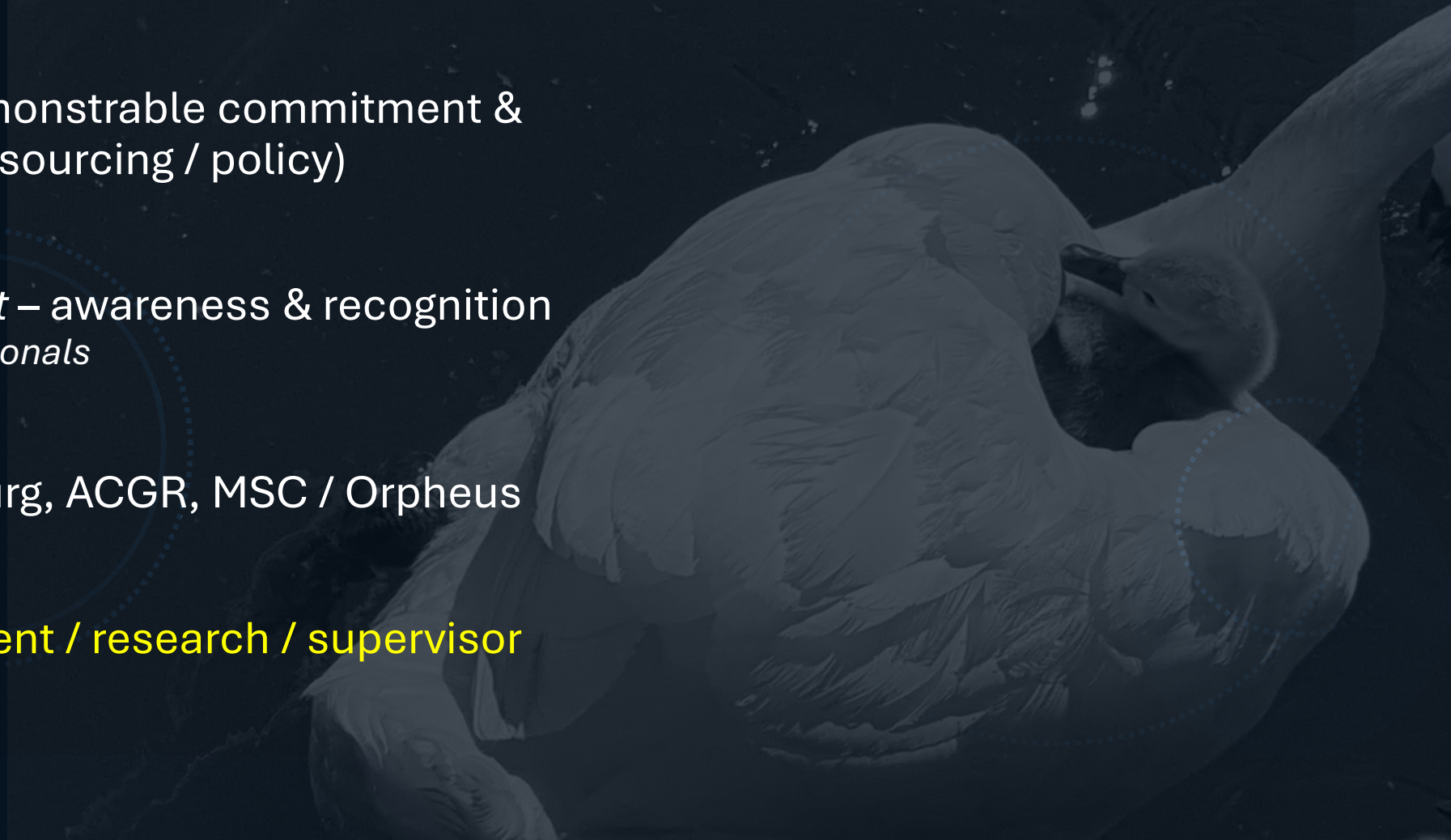
People change culture!



Sustainability

We are what we do repeatedly, excellence is a habit, not an action.. Aristotle

- University 'value' & demonstrable commitment & recognition (strategic resourcing / policy)
- *Academic Development* – awareness & recognition (UKCGE) & 3rd space professionals
- Standards / QA – Salzburg, ACGR, MSC / Orpheus
- Core of research – student / research / supervisor





Thank you very much
Go raibh míle maith agaibh
 janet.carton@ucd.ie

2005

Salzburg I/II

2025



orpheus
 QUALITY IN DOCTORAL EDUCATION



