

GRADUATE RESEARCH STUDENT LIAISON COMMITTEE AGENDA

Location: Committee Room North, first floor, north end, Clocktower Building
The Zoom link for this meeting is: <https://otago.zoom.us/j/832175194>

Date: Friday, 30 August 2019

Time: 2.00pm

Welcome: New representatives Hemu Rajamanicam and Joseph Altobelli PhD representatives for Commerce and Science respectively.

Apologies: Linda Buss.

1. Minutes of meeting: Friday, 31 May 2019 with addition to be added ‘student service fee payment’ under the report of OUSA Postgrad rep Dermot Frengley so the sentence reads “He relayed key points from a meeting to discuss whether student service fee payment and the travel insurance payment for international students, could be split into monthly payments.” Document 1

2. Matters arising from previous meeting

	<i>Original GRSLC meeting date</i>	<i>Item</i>
a.	31 May 2019	List serves for graduate students (RSS)
b.	31 May 2019	Completion dates from Planning and Funding (RSS)
c.	31 May 2019	Visa issues for International students (RSS)
d.	31 May 2019	Vaccine availability (YAA)
e.	31 May 2019	Student service fees (RSS)

3. Standing item: Christchurch update (Linda Buss)
4. Standing item: Wellington update – (Wei Zhang)
5. Standing item: Distance Candidates Update - (Renee Hamel)
6. Standing item: Update from other GRSLC representatives (All present)
7. Graduate Research School Review draft implementation plan (RSS) Document 2
8. Convenor’s business
9. General business

Distribution:

Professor Rachel Spronken-Smith (Chair) Dean, Graduate Research School)	Ellie Torbati (International Representative)
Professor Richard Blaikie, Deputy Vice-Chancellor (Research & Enterprise)	(International Representative)
Assoc Professor Chrys Jaye (Division of Sciences, GRC Representative)	Mino Cleverley (Pacific Islands Representative)
Andrew Lonie (Graduate Research School)	(Pacific Islands Representative)
Peter Boston (Graduate Research School)	Linda Buss (UOC Representative)
(Division of Commerce Representative)	Wei Zhang (UOW Representative)
Hemu Rajamanicam (Division of Commerce Representative)	Renee Hamel (Distance Student Representative)
Jasminda Ceron (Division of Humanities Representative)	Amanda Clifford (Māori Representative)
Josh James (Division of Humanities Representative)	(Māori Representative)
(Division of Health Sciences Representative)	Matthew Schep (OUSA Postgraduate Representative)
Yasmin Abdul Aziz (Division of Health Sciences Representative)	
Joseph Altobelli (Division of Sciences Representative)	Susan Craig (Graduate Research School)
(Division of Sciences Representative)	Ruth Sharpe (Academic Committees)

GRADUATE RESEARCH STUDENT LIAISON COMMITTEE

Minutes of Meeting

PRESENT: Professor Rachel Spronken-Smith (Chair, Graduate Research School), Andrew Lonie (Graduate Research School), Peter Boston (Graduate Research School), Professor Richard Blaikie (Deputy Vice-Chancellor, Research and Enterprise), Associate Professor Lisa McNeill, Division of Commerce), Christian Chukwuka (Sciences PhD Rep), Dermot Frenley (OUSA Postgrad Rep), Linda Buss (UOC Representative), Wei Zhang (UOW Representative), Yasmin Abdul Aziz (Health Sciences PhD Representative) Jasmina Ceron (Humanities PhD Rep) Mino Cleverley (Pacific Islands PhD Representative), Tam Lê (Commerce Masters Rep), Ellie Torbati (International PhD Representative)

APOLOGIES: Associate Professor Chrys Jaye (Division of Health Sciences), Alice Freeman (Sciences Masters Rep), Amanda Clifford (Maori PhD Representative)

IN ATTENDANCE: Ruth Sharpe (Academic Committees)

DATE: Friday, 31 May 2019

	Item	Action
1.	<p>Minutes of previous meeting The minutes for the meeting held on Friday, 22 February 2019 were accepted as a true and accurate record of the meeting.</p>	
2.	<p>Matters arising from previous meeting</p> <p><i>a) Regular meetings between Wei Zhang, Trevor Williams and the UOW Dean (Professor Spronken-Smith):</i></p> <ul style="list-style-type: none"> - Wei Zhang advised she is having regular meetings with Trevor Williams, however timing issues prevent meeting with the UOW Dean. <p><i>b) Access to resources for PG Dip candidates upgrading to Masters (Andrew Lonie):</i></p> <ul style="list-style-type: none"> - Mr Lonie reported work is progressing on a dummy paper in eVision to allow for preparing for enrolment that will allow temporary access to resources, but with no cost attached. <p><i>c) Student Supervisor Agreement amendments (Andrew Lonie)</i> Senate has approved the renamed Code of Conduct for Supervisors to Guidelines for Graduate Research Supervisors. These Guidelines will be circulated to the Committee.</p> <p><i>d) Feedback on postgraduate support in AskOtago</i> Experiences have been mixed. In less than satisfactory responses, it was noted the information is known and present but that AskOtago staff are still coming up to speed with training in specialist areas such as postgraduate support. Mr Lonie meets the Group Leaders (postgraduate) regularly to update and relay items. One option for students is to log the query within the system, and the use of Chat Bot online. Several AskOtago hubs will be made.</p> <p><i>e) Update on microcredentials for professional development</i> Work has been undertaken on developing microcredentials and the Microcredential Framework has been approved by Senate. However the processes for approving microcredentials are still being developed. We hope to make some microcredentials available in 2020.</p>	RS
3.	<p>Christchurch update (Linda Buss) Key points discussed were:</p> <ul style="list-style-type: none"> - Linda reported a range of social events that have occurred and are forthcoming. - She conveyed the postgraduate symposium on July 2-3, has been reduced to one day because of the two-day Student Research Symposium in Dunedin, to which many UOC students are attending. PSOC are developing a PhD survival guide. The terror attacks have disrupted some planned events. A Hui whakapiripiri was held to allow staff and students to grieve and show support Also, David Murdoch (Dean of UOC) is advocating for UOC and the wider university to promote inclusivity and diversity. In alignment with this, PSOC are organising cultural visits to a Hare Krishna temple, the Al Noor mosque and Tuahiwi Marae. They are also looking at holding an international pot luck dinner. Notably, there is now a dedicated prayer space available on campus. 	

	<ul style="list-style-type: none"> - On behalf of the Committee Professor Spronken-Smith relayed our condolences to UOC and said it was good to see some great initiatives coming out of such a tragic event. 	
4.	<p>Wellington update (Wei Zhang) Key points discussed were:</p> <ul style="list-style-type: none"> - A concern was raised that the winners of the 3 Minute Thesis in UOW would not automatically be flown to Dunedin for the Grand Final as in the past; instead the competition will be video-recorded and the recordings will be watched by the judges for Health Science in Dunedin. Professor Spronken-Smith explained that Health Sciences had been over-represented at the Grand Final because of the northern campuses and because we have Master's awards now. A reassurance was given by Mr Lonie that he is a common judge across campuses the competition, to ensure northern campus students are given due consideration. There are also a few wildcard places which can be given to high performers on any campus, at the discretion of the common judge. - Wei Zhang had just met with some PhD students who are developing a survey about postgraduate students paying more student service fees to get more affordable medical and counselling services. - Given the successful event last year, another Completion of Study celebration for Wellington PG students is planned for 20th September - Training courses in April and May by HEDC and GRS were welcomed by postgraduate students 	
5.	<p>Distance candidates update (Renee Hamel) No report received from Renee Hamel</p>	
6.	<p>Updates from all Graduate Research Student Liaison Committee Reps (ALL) Each of the representatives at the meeting gave feedback and several who sent their apologies submitted a report. Key points arising were:</p> <p><u>Christian Chukwuka (Sciences PhD Rep)</u></p> <ul style="list-style-type: none"> - Christian reported lots of workshops and seminars at the Departmental level in 2019. - He thinks awareness is being raised of the Student Research Symposium in August. - He discussed the problem of communicating with students and asked if it is possible to develop list serves for graduate research students in each Division. Professor Spronken-Smith and others thought this was a good idea and said she would follow up with ITS. - He has encouraged some Divisional members to volunteer for the planning and register for the symposium. - There was a second phase of postgraduate orientation this year, mainly for masters/Dip students. - As it is his last meeting, Christian Chukwuka thanked the Dean for the opportunity to serve on the Committee. He also raised some ongoing concerns: <ul style="list-style-type: none"> o The problem with the Student Service fee payment having to be paid in full at the beginning of each year (see discussion below). o The intent of OUSA to provide free breakfasts every weekday for students. Christian Chukwuka questioned whether this was a good use of funds as many postgraduate students would not get this meal. Other members though were in favour of this, saying that there was a need for such a service. - Christian Chukwuka commented that this would be his last meeting as he is resigning from Committee since his doctoral study is nearly finished. Mr Lonie thanks Christian Chukwuka for his contribution to the Committee. <p><u>Tam Le (Commerce Rep)</u></p> <ul style="list-style-type: none"> - Commented that the Commerce workshops for graduate research students were going well, and were complementary to other workshops offered by HEDC and GRS. She did feel that more workshops should be offered for Master's thesis students. - She would like a survival kit to be developed for Master's thesis students, discussing a boarding checklist to help induct students. - She also promoted the idea of a mentor scheme whereby more senior research students were matched with new research students. - She requested a report on average completion times for Master's thesis students. Professor Spronken-Smith commented that generating such a report was challenging given the number of research degrees, but Professor Blaikie said it could be done at least for the main research degrees. Mr Lonie asked for clarification regarding why this report was being sought, as that could influence how data are analysed and presented. Tam Le commented the concern was 	RSS

	<p>about the one-year length of the programme. She reported of 4 Master's thesis students in one department, only one finished the programme in a year and that was with extremely hard work. She asked on average, how long master's thesis students take to complete their programme. Professor Spronken-Smith agreed to follow up with Planning and Funding to generate the completion data.</p> <ul style="list-style-type: none"> - She raised an issue about the length of time given for visas for students on Masters' degrees. If the visa is only valid for 13 months this is problematic as the examination can take another couple of months and if extending on a non-student visa then that can have flow on effects for partners and their visa status/ability to work. Professor Spronken-Smith said this matter could be taken up with Immigration NZ when the NZ Deans meet with them in August. <p><u>Jasminda Ceron (Division Humanities Rep)</u></p> <ul style="list-style-type: none"> - Commented that some students perceive they are not receiving sufficient support from their secondary supervisor, advisers, and that they may be reluctant to raise this concern. Professor Spronken-Smith commented that the roles should be outlined in the Supervisory Agreement and revisited at progress meetings. She said ideally these issues should be discussed with the supervisors or the Postgraduate Coordinator or the Head of Department. Mr Lonie also suggested talking to the chair of progress meetings or using the confidential comment section in eVision when uploading documents for the progress meeting. - She wondered if it is possible for students (especially for international students) to receive funding for thesis proofreading? Professor Spronken-Smith commented that there is no central funding available for this, but some departments may be able to provide some support. - She had queries about the influenza vaccination and whether this was compulsory? She was concerned about the high cost international students have to pay for the vaccination (\$50 at Student Health). Yasmin Abdul Aziz commented that Pharmacy have a clinic where the vaccine was available and said she would find out the cost. <p><u>Yasmin Abdul Aziz (Health Sciences PhD Rep)</u></p> <ul style="list-style-type: none"> - She commented that postgraduates in Health Science are not well connected so she has set up a Facebook group for the PhD students in the health sciences as a means for direct communication, networking and sharing information about relevant courses, workshops etc. This group now has various members from a variety of departments within health science. - She also relayed some questions/concerns from PhD students in the division of Health Sciences: <ul style="list-style-type: none"> o A female student is asking about paid parental leave when working for 10 hours and is wondering about provisions for this. Professor Blaikie commented that it is up to the employer whether paid parental leave is available. o Students are asking what the GRS is doing to connect postgraduate students, both structurally (email lists, looking up a grad in a directory etc.) and also socially (any support/funding for the Otago Postgraduate Association). Professor Spronken-Smith commented that for privacy reasons we cannot disclose other student emails. Regarding social events, she said that over the years the GRS budget had been progressively cut and now only a few purely social events were funded e.g. the Dean's Morning Tea and the Dean's Sausage Sizzle. Some social events are funded in conjunction with academic activities such as networking, and Ākonga korero. o Concerns that healthcare for international PhD students may be inadequate given that they living here for 3 years rather than being 'on exchange/study abroad semester. Professor Spronken-Smith commented that if students are concerned the cover is not enough they can always purchase a higher level of insurance with more extended cover. <p><u>Dermot Frengley (OUSA Postgrad Rep)</u></p> <ul style="list-style-type: none"> - He discussed the Postgraduate Student Rally to bring back student allowances for postgraduate study and thanked Professors Blaikie, Spronken-Smith and Nikki Fahey for their support in the rally. He discussed some forthcoming social events that OPA re running including a mid-winter Christmas. - He relayed key points from a meeting he and Professor Spronken-Smith had with the Director of Student Services Karyn Thomson and the Team Leader of Revenue Management Stephanie Mathias to discuss whether this payment and the travel insurance payment for international students, could be split into monthly payments. They reported that monthly payments were not possible, but said that Revenue Management were receptive to requests to stagger these payments (or advance a scholarship payment) if it was causing hardship. A query was raised if at least these payments could be made each semester. Professor Spronken-Smith agreed to follow this up. - He finished with a plea for postgraduate students to get engaged with OUSA 	<p>RSS</p> <p>RSS</p> <p>YAA</p> <p>RSS</p>
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	<p><u>Mino Cleverley (Pacific Islands PhD Rep)</u></p> <ul style="list-style-type: none"> - Was complementary about the support that is available for Pacific postgraduates at Otago and he had been proactively meeting support staff. - He is a member of the PI reference group and indicated a desire to start a Pacific Island Doctoral Research Group. Professor Spronken-Smith thought this was an excellent idea and suggested he contact the GRS to get support in establishing this group. 	
7.	<p>Review of RSM – Research Student Management</p> <p>Professor Spronken-Smith commented that this report has identified some areas for improvement that have resulted in a roadmap for change. GRS is responding to Section 3 Topic Specific Feedback, while the Business Analysts in Teaching and Learning are picking up on changes needed in eVision.</p>	
8.	<p>Pacific Strategic Framework</p> <p>Professor Spronken-Smith highlighted that this Framework is positive and very important. Mino Cleverley noted that the PSF runs until end of 2020, and questioned what occurred then. Professor Blaikie commented that discussions are about to be held University-wide regarding the future of the University and that there will be opportunities to have input. He said that the Vice-Chancellor is very supportive of the PSF and of the need for Otago to position itself in the Pacific.</p>	
9.	<p>Convenor's Business</p> <ol style="list-style-type: none"> 1. The GRC is holding the annual Graduate Research Festival with a Student Research Symposium the weekend of 3-4 August to which all students including Christchurch and Wellington are warmly invited to attend. The Thesis Whisperer (Associate Professor Inger Mewburn from ANU) has been secured as a keynote at the Symposium. Abstracts are due by June 5! 2. The 3 Minute Thesis heats will be held in July, and a workshop is being held on how to prepare a 3MT presentation. Registrations are open on the GRS website. 3. Gratitude for the service of Christian Chukwuka to the Committee was expressed as he is close to finishing and the Committee offered best wishes for his future. 	
10.	<p>General Business</p> <ol style="list-style-type: none"> 1. Friday 7 June 10am to noon Postgrad tea and coffee at the Otago Room of Clubs and Societies. 2. The GRS Twitter account is now working. 	

The date of the next meeting is **Monday, 5 August 2019 at 2.00pm Committee Room North, first floor Clocktower.**

Distribution:

Professor Rachel Spronken-Smith (Chair), Dean, Graduate Research	Mino Cleverley (Pacific Islands Representative)
Professor Richard Blaikie, Deputy Vice-Chancellor (Research & Engagement)	(Pacific Islands Representative)
Andrew Lonie (Graduate Research School)	Linda Buss (UOC Representative)
Peter Boston (Graduate Research School)	Wei Zhang (UOW Representative)
(Division of Commerce Representative)	Amanda Clifford (Māori Representative)
Tam Lê (Division of Commerce Representative)	(Māori Representative)
Jasminda Ceron (Division of Humanities Representative)	Dermot Frenghley (OUSA Postgraduate Representative)
(Division of Humanities Representative)	Renee Hamel (Distance Representative)
Yasmin Abdul Aziz (Division of Health Sciences Representative)	Susan Craig (Graduate Research School)
(Division of Health Sciences Representative)	Dr Kevin Fisher (GRC Humanities Representative)
Christian Chukwuka (Division of Sciences Representative)	Associate Professor Sally Shaw (GRC Sciences Representative)
Alice Freeman (Division of Sciences Representative)	Associate Professor Lisa McNeill (GRC Commerce Representative)
Ellie Torbati (International Representative)	Associate Professor Chrys Jaye (GRC Health Sciences Representative)
(International Representative)	Ruth Sharpe (Academic Committees)

Draft Implementation Plan – GRS Response to the Review

Introduction

In this report, we begin by summarising the commendations and recommendations from the Graduate Research School Review Panel. We also consider other issues noted during the review, that we wish to pursue. We prioritise each recommendation and consider how difficult it will be to implement, as well as suggesting a timeline for action. This leads into an 'Implementation Plan' to guide our activities in relation to this review, over the next two years.

Summary of commendations and recommendations

Commendations:

1. The Panel commends the Dean's engagement with and recognition for research training at national and international levels.
2. The Panel commends the establishment of the Postgraduate Professional and Researcher Development Site, for its candidate centred and one-stop shop approach.
3. The Panel commends the GRS's holistic, candidate centred approach to its portfolio of work, and the demonstrable commitment of all its staff to this agenda.
4. The Panel commends the innovative establishment of the position of the Graduate Wellbeing Coach in the GRS, and the quality of the work being done in that role to support postgraduate student wellbeing and productivity.
5. The Panel commends the establishment of the Māori Postgraduate Support Advisor in the GRS and commends the leadership and excellence of the incumbent, which is recognised in the University and nationally.
6. The Panel commends the scholarly approach and generation of evidence that informs the University's graduate research strategy.

Recommendations:

The panel identified 10 recommendations, with a strong focus being the need for the School to become more strategic, and better networked with the University community. Table 1 presents each recommendation and categorises each according to its priority in being actioned, how difficult it will be to implement, and what resourcing is required. A timeframe is also given for implementing each recommendation.

As well as the 10 recommendations, 13 other issues were signalled in the review, as listed in Table 3, again with categorisation according to priority, difficulty and resourcing, as well as giving a timeline for implementation.

Table 2: Rating of recommendations in terms of priority and difficulty on a scale of 1 (low) to 3 (high), level of resourcing required, timeline and partners.

#	Responsibility	Recommendation	Priority	Difficulty	Resourcing	Timeframe	Partners	Notes
1	To the DVC (R&E) and the Dean, GRS	Review the priorities, work and staffing of the GRS to ensure that it is central to the strategic planning and delivery of the University's research degrees above 90 points.						
1a)	Current Staff	Revise JD's etc	3	1		2-3 months		
1b)	Future Staff	Review requirements	3	3		3-6 months		Scoping Exercise
2	To the DVC (R&E) and the Dean, GRS	That a Deputy Dean position is created.	3	1				
3	To the DVC (R&E) and Dean, GRS	That GRS generates new specifications for streamlining and enhancing the online systems associated with research degree admissions and candidature management and that the University prioritises the implementation of these specifications.	3	3	Significant		Enabling Excellence team	
4	To the Dean, GRS	In discussion with the Director, Shared Services, seek ways in which to create specialism within AskOtago and Student Experience (Student Administration) to accommodate the needs of research degree students, their supervisors and other stakeholders.	2	1		2-3 months		
5	to the DVC (R&E), PVCs, and the Dean, GRS and the Associate Deans Postgraduate	That the divisional Associate Deans Postgraduate and the GRS have a clearly defined partnered relationship to lead the University's research degree strategies	3	1		6 months	DVC Academic	

6	To the DVC (R&E)	To facilitate the strategic work of the GRS the Panel recommends that: <ul style="list-style-type: none"> The Dean, GRS should chair the GRC. The ToR of the GRC to be changed to accommodate both strategic and operational decision making powers for research degrees. The Dean, GRS be appointed as a member of the University's Research Committee. 	2	1		6 months	Board of Graduate Studies; DVC (A)	
7	To the Dean, GRS	The Panel supports the GRS's plans for developing a strategic communication framework, and recommends the on-going evaluation of its effectiveness.	3	2	Significant	12 months	Comms team	
8	To the DVC (R&E), DVC (A), PVCs and the Dean, GRS	The GRS should assume overall responsibility for policy and procedures for all research degrees.	3	3	Significant			Needs political climate as well as resourcing.
9	To the Dean, GRS and the PVCs	That all research degree students have an appropriate orientation and induction to the University and to their department/discipline that is documented to the GRS.						
9a)		Generation of a plan for induction.	3	2		6 months		
9b)		Ensuring appropriate induction happens for all.	3	3	Significant	1-2 years		
10	To the Dean, GRS and the HoD, HEDC	Given the criticality of professional development for candidates, it is recommended that GRS leads the University-wide skills development programme that demonstrably meets research students' needs with particular reference to Māori and Pacific students, students on Northern campuses, and international students.	3	2	Significant	2 years but conversations and planning – 2 to 3 months.	HEDC HoD	

Table 3: Rating of issues in terms of priority and difficulty on a scale of 1 (low) to 3 (high), level of resourcing required, timeline and partners.

#	Issue	Priority	Difficulty	Resourcing	Timeframe	Partners	Notes
1	The need for better accommodation to allow expansion and that is fit for purpose	2	3	Significant	1-2 years	Operations Division (Space Planning Team); Asset Management Committee	Expanded team may need more space. Location needs to be central and space fit for purpose
2	Divisions should have postgraduate committees, consisting of postgraduate coordinators and chaired by Associate Deans	3	1		6 months	Associate Deans/ PVCs/	
3	Proper induction for new Associate Deans Postgraduate	3	1		2-3 months		Once JDS are clarified and standardised
4	Appropriate administrative support for Associate Deans Postgraduate	3	2	Moderate	6 months	PVCs/ Client Services/Student Admin	
5	Better communication of decision-making processes for scholarship applications	3	1		2-3 months	Student Admin/ Associate Deans	
6	Broader discussion on scholarship policies and processes, and the inclusion of GRS in discussions	2	2		6-12 months	Schol and Prizes Comm	
7	Consideration of extending the doctoral scholarships by up to 4-6 months on a case by case basis	2	3	Significant	1 year	Schol and Prizes Comm OUSA	
8	Greater use of analytics to measure the effectiveness of communications	1	1		6 months	SAR	
9	Scaling up of the service offered by the Graduate Wellbeing Coach	3	3	Significant	2 years	Student Health	

10	GRS location to be included in the University's Student App campus map	2	1		2-3 months	Operations Division	
11	Provision of English language support for research candidates	3	3	Significant	1-2 years	Language Centre	
12	Consider ability to undertake research in staff positions other than Dean	2	3	Significant		HR	
13	Provide better support to Pacific Island students	3	2		6 months	Office of Pacific Development	

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Implementation Plan

By December 31 2019

- Revised job descriptions for Dean and Managers (R1a) - RSS
- Formalisation of a Deputy Dean position (R2) - RSS
- Discussions with Shared Services and Enabling Excellence team regarding specialism in AskOtago and Student Experience (R4) – RSS
- Discussion with Enabling excellence and Shared Services regarding streamlining of administrative processes (R3a) - RSS, AL, PB
- Changes to TOR and chairing of GRC; addition of Dean to Research Committee (R6) – RB/RSS
- Development of a research skills and transferable skills training strategy (R10) – RSS/KB
- Development of discussion paper for GRS oversight of all research degrees (R8) – RSS/RB
- Induction plan for new Associate Deans Postgraduate (I3) – RSS/AL/PB
- Better communication of decision-making processes for scholarship applications (I5) - PB
- GRS location to be included in Campus Map App (I10) - SC.

By March 31 2020

- Future staffing requirements (R1b) - all
- Clarification of relationships and expectations with/of Associate Deans Postgraduate (R5) – RSS/DVCA/Assoc Deans
- Development of an induction plan for research candidates (R9a) – KB/RSS
- Discussion paper for PVCs on postgraduate committees in Divisions (I2) – RSS
- Discussion paper for PVCs on appropriate administrative support for Associate Deans Postgraduate (I4) – AL/Assoc Deans
- Greater use of analytics to measure the effectiveness of communications (I8) – AL/PB
- Better support for Pacific Island students (I13) – RSS/RS

By August 2020

- Generation of a strategic communication framework (R7) – AL/KB
- Broader discussion on scholarship policies and processes (I6) – PB/RSS
- Case for Scholarship and Prizes Committee on extension of doctoral scholarships (I7) - PB

By August 2021

- Appropriate resourcing for expanded function in Master's space (R8) – RB/RSS
- Oversight of policy and procedures for all research degrees (R8) - RSS
- Streamlined processes for research degree management (R3) – Shared Service, Business Analysts
- Effective communication strategy in operation (R7) – AL/KB
- Effective induction in operation (R9b) – KB/RSS
- University-wide coherent programme for skills development (R10) – RSS/ HEDC
- Better accommodation for GRS (I1) – RB/Property Services
- Scaling up of services by the Graduate Wellbeing Coach (I9) – NF/RSS/Student Health
- Provision of English language support (I11) – RSS/HEDC
- Change of PPF positions to lecturer positions (I12) – RSS/RB/HR