



Education Services Launch 2024

Zak Liddell, Director of Education Services
Ashley Doolan, Head of APQS
Claire Hartill, Head of Student Casework
Paulette Williams, Head of Student Success

Introduction to Education Services



Welcome from the Director

Zak Liddell

Hi, I'm Zak, the Director of Education Services and I am incredibly excited to take this opportunity to formally introduce you to this new directorate at UCL within Student & Registry Services.

I began this new role in May last year and, in addition to lots of other things, I have been working with the teams to answer the question you're probably asking yourself now- what is Education Services?

Education Services is made up of three functional teams:

- Academic Policy, Quality and Standards (APQS)
- Student Casework
- Student Success

In addition to providing leadership for these three areas, I have overall responsibility for the development and management of UCL's academic regulation and policy framework, ensuring excellence in education standards, student experience, and compliance with the Office for Students 'B-conditions.'

I also work alongside other members of the Senior Education Team to embed and

operationalise the educational priorities and strategies of the University.

Previously, I was Director of Education & Student Experience in the MAPS Faculty. The four years I spent there was interesting, fun, and challenging. I was incredibly lucky to work with some outstanding students and colleagues across the Faculty, Departments, and Central Services including Registry. When I began this role, I knew that I wanted to create a central function that was known for expert guidance, leadership and support that met the needs of staff and students working in education and student experience, particularly in Faculties.

Whilst managing the business-as-usual activities, we have been working over the last few months to review how we work together as teams within Education Services, to provide high quality services across the rest of the University. We have reviewed our roles and responsibilities in some areas, processes, and systems in others, and would now like to formally launch Education Services with the rest of the UCL community.

The purpose of this relaunch is to set out our vision and values and ensure the UCL community understands "who we are" and how we can help. Over the next few months, we'll be focused on building relationships with the Faculties, through our new Faculty Liaison structure, and finding out how else we can enhance education and student experience in your area.

Please do take the time to read about each of the teams. Those of you who have worked with them before will notice that whilst overall responsibilities remain largely the same, we endeavor to be far more proactive. If you have any questions for me, please do not hesitate to get in touch.

Team vision, values and summary

If there is one message to take away from this, it is that **Education Services is full of education and student experience experts, and we are here to help.**

Vision

To support and innovate in **educational excellence**, we envision an Education Services that is dynamic and proactive, fostering outward engagement with Faculties, Departments, VP Offices, and the wider sector.

We are committed to not only being a support service, but also trailblazers in enhancing the educational experience at UCL and leaders in the sector.

Leadership and Innovation

We value a transformative approach that evolves from traditional secretarial support to a vibrant and agile team. We will lead by facilitating continuous improvements, aligning with institutional needs and regulatory requirements, and embracing innovation in education and student experience in an inclusive university culture.

Responsiveness and Proactive Engagement

We will embody a responsive, solution-oriented approach to foster proactive engagement with faculties. We will move beyond reactive problem-solving to anticipate needs, build relationships, and support the faculty in staff training and resolution processes.

Student-Centred Approach

At the heart of our mission lies a commitment to our students. We strive to create compassionate academic processes and believe that students are partners in shaping their educational journey. Ultimately, we strive for institutional change that facilitates belonging, authenticity, fairness, and achievement for all.

Equity and Inclusivity

In line with both regulatory requirements and personal dedication, we will work tirelessly to ensure that all students have the tools and support to succeed. By focusing on equity of opportunity, we will create pathways for success that are inclusive, responsive, and tailored to the needs of our diverse student body.

Collaboration and Integration

We believe that unity among all the teams will forge a synergy that can drive UCL's educational mission forward. Collaboration will be our strength, and integration our strategy, as we forge new connections, share best practices, and lead by example.

Inclusive Growth and Support

We are dedicated to nurturing the professional growth of our Education Services staff, with a focus on career progression and continuous learning. Committed to creating accessible opportunities for advancement, fostering a culture where everyone is valued and inspired to achieve their full potential.

Faculty Liaisons

FACULTY	APQS	STUDENT CASEWORK	STUDENT SUCCESS
A&H	Eleanor Millan Kate Neilson	Temi Oyerinde	Indie Beedie
Brain Sciences	Siobhan Fitzgerald Chandan Shah	Emily Oliphant	Suzanne Hewings
Built Environment	Siobhan Fitzgerald Chandan Shah	Brian Elwis	Darsh Hawtin
Engineering	Eleanor Millan Kate Neilson	Edward Payne	Darsh Hawtin
IoE	Ashley Doolan Emma Leighton	Daniella Nzekwe	Indie Beedie
Laws	Ashley Doolan Emma Leighton	Emily Oliphant	Indie Beedie
Life Sciences	Siobhan Fitzgerald Chandan Shah	Natasha Kagere	Suzanne Hewings
MAPS	Ashley Doolan Emma Leighton	Daniel Cooper	Jodie Connon
Medical Sciences	Lisa French Rob Traynor	Stephen Wragg	Suzanne Hewings
Pop. Health	Lisa French Rob Traynor	Ayo Odugbesi	Suzanne Hewings
SHS	Lisa French Rob Traynor	Chantel Akintunde	Jodie Connon

Academic Policy, Quality and Standards (APQS)



Ashley Doolan, Head of APQS

Hello there! I'm Ashley, and I head up the Academic Policy, Quality and Standards team. I've worked at UCL for nearly eight years now, mostly in roles related to education quality and the student experience. The team and I are looking forward to working with you to deliver your aspirations in a way that assures the best outcomes for our students.

How we work

The bulk of the team are working in a liaison model with a dedicated group of faculties. They are working in partnership with faculty colleagues to ensure the best outcomes from our various quality assurance and review processes. They are also working to understand the strategic ambitions of our community, and ensuring the service that we provide reflects that.

We also have a small but perfectly formed team looking after our growing array of degree apprenticeship programmes, ensuring that learners on those programmes, and the teams teaching them are supported from onboarding through to final award.

In executing our work, we will:

- Be responsive and solution-oriented in our approach, prioritising the focus on our shared endeavour.
- Place the needs of our students at the heart of our activities and strive for institutional change

that facilitates belonging, authenticity, fairness, and achievement for all.

- Play our part in assuring a high-quality education for all by making connections with and between colleagues, celebrating and learning from excellent practice and leading by example in our own work.
- Place our expertise at the service of our community and commit to conducting our many roles in a spirit of transparency, honesty, and mutual accountability.

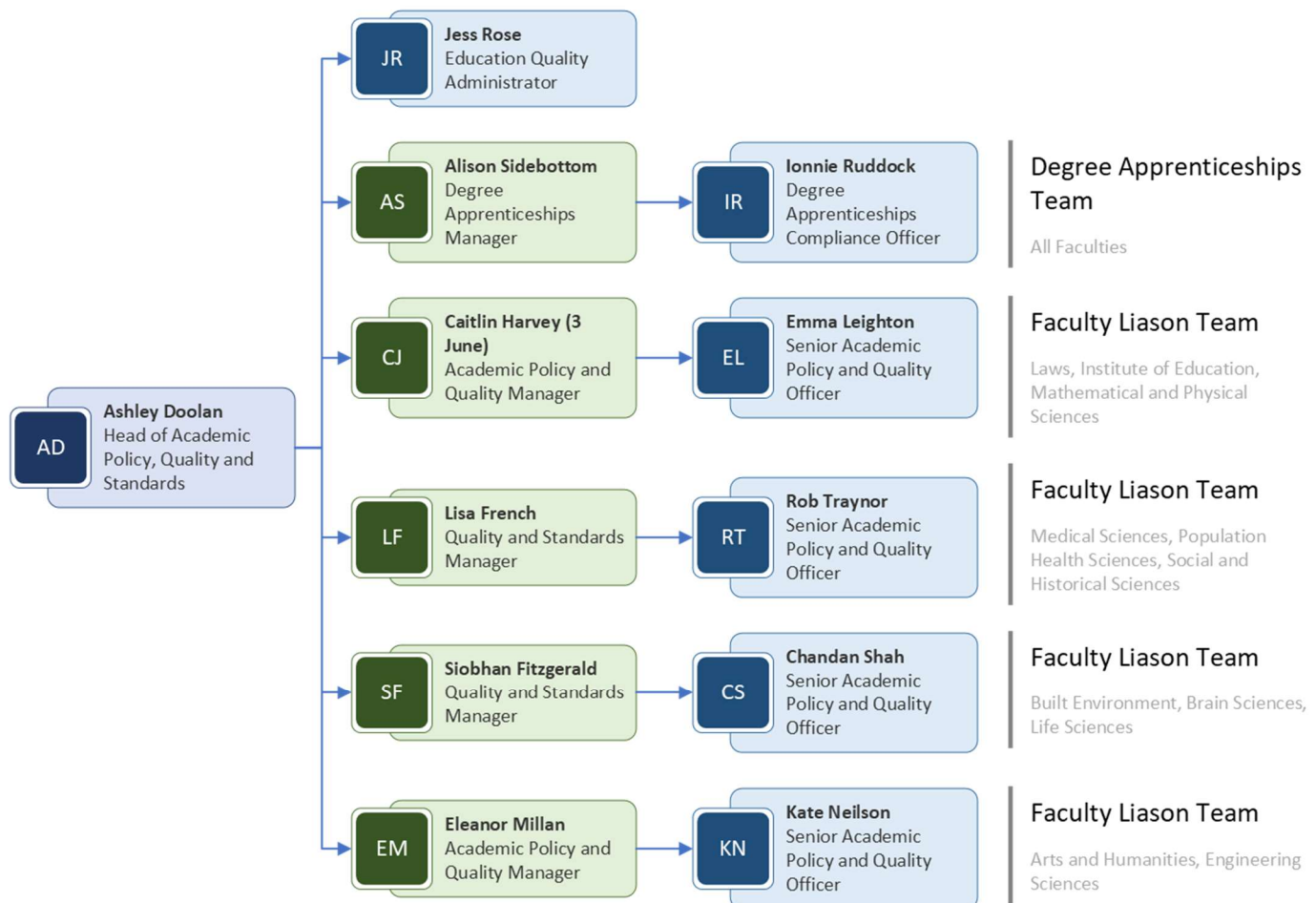
What we do

The team is responsible for the day-to-day management of UCL's quality assurance and review mechanisms, as approved by Education Committee. Each Faculty Liaison Team takes a lead on this work for their assigned faculties. In addition, we support the work of the Education Committee, its subcommittees, and panels in executing their duties and collaborate with colleagues on the production, maintenance, and review of academic regulations, as published in the Academic Manual. Finally, we take a lead in the management of UCL's degree apprenticeships, supporting the whole student lifecycle from onboarding to end point assessment.

Contact us for:

- Information about UCL's quality assurance and review mechanisms, such as programme approval and amendment, external examining, internal quality review, or academic partnerships.
- Questions on aspects of UCL's academic policies as they relate and are applied to the taught student experience.
- Information on current degree apprenticeships, their management, and for proposing new ones.
- Queries relating to the work of Education Committee and its constituent subcommittees, panels and working groups.
- Information about our compliance and registration with the Office for Students.

Who are we?



How else we can help

APQS has been restructured to support proactive engagement between the team and our colleagues in faculties. A key benefit of this structure is that we are building a picture of the different priorities, practices, and challenges within each faculty, and can work to meet each at its point of need, at a time that is most impactful. We are also developing our offer of general services to all colleagues who are working in, or want to find out more about, quality assurance and review, academic policy development, degree apprenticeships, and education governance. Some of these services will include:

- Surgeries/drop-in sessions for staff who are starting the process of proposing a new programme or new academic partnership, or who want to discuss a potential programme amendment.

The production and sharing of standard operating procedures and templates (agenda, minutes etc) for department education committees, boards of examiners, and student partnership committees.

- Inductions for staff taking on new education leadership or support roles with an education quality element.
- Establishment of a Community of Practice for colleagues with responsibility for education quality across the institution.
- Induction and training for Chairs of Faculty and Departmental Education Committees and Boards of Examiners.
- One-page briefings on the progress of conversations in the education governance and academic policy development sphere to support broader conversations and increased visibility of the decision-making process.

We are keen to hear from colleagues working in faculties and departments

about other services that we do not currently offer that may be of value to develop.

Student Casework



Claire Hartill, Head Student Casework

Hi, I'm Claire! I am responsible for leading the casework team, which conducts investigations into student disciplinary matters, student complaints, academic appeals, academic misconduct appeals and provides secretarial services to the support to study process. You can contact me for advice and guidance on any of our processes, particularly in relation to strategic goals, policy and procedure.

I have been working at UCL for the past seven years, and prior to my current position I was the head of casework for the arts and humanities, and social and historical sciences faculties.

How we work

All senior casework officers investigate cases from all faculties and departments across UCL. However, we now have named contacts per faculty and you are welcome to contact them for advice on local casework, informal resolutions and updates on any casework matters pertinent to your particular faculty.

The casework team is committed to providing the best service to students. We aim to provide high quality investigations that are fair and inclusive,

ensuring that the student voice is heard and valued, whilst upholding academic and behavioural standards.

- We work with faculty and departmental colleagues, as well as SSW, the SU and UCL legal team, when necessary, to ensure an appropriate, timely and thorough investigative process.
- We are committed to an equitable, transparent and balanced approach across all our processes to ensure consistency in our casework outcomes for students.
- We provide our students with an accessible and supportive service and have two independent sexual violence adviser and support officers within our team to assist students utilizing our service.
- We are the main contact between UCL and the Office of the Independent Adjudicator (OIA). We use recommendations provided by the OIA to inform best practise, influence regulatory change and to make improvements that benefit all parties and improve the student experience.
- We work with UCL's legal team to understand and implement caselaw where appropriate, particularly within our disciplinary processes.

What we do

The Casework Team is responsible for the day-to-day administration, co-ordination and investigation of student related casework matters within UCL.

This includes the investigation of non-academic complaints and academic appeals for students at all levels of study at UCL; the investigation and subsequent secretarial and presentation duties at panel for student disciplinary matters; investigation and advice on academic misconduct matters, including secretarial duties for centrally managed cases; advice and secretarial duties for the student support to study process.

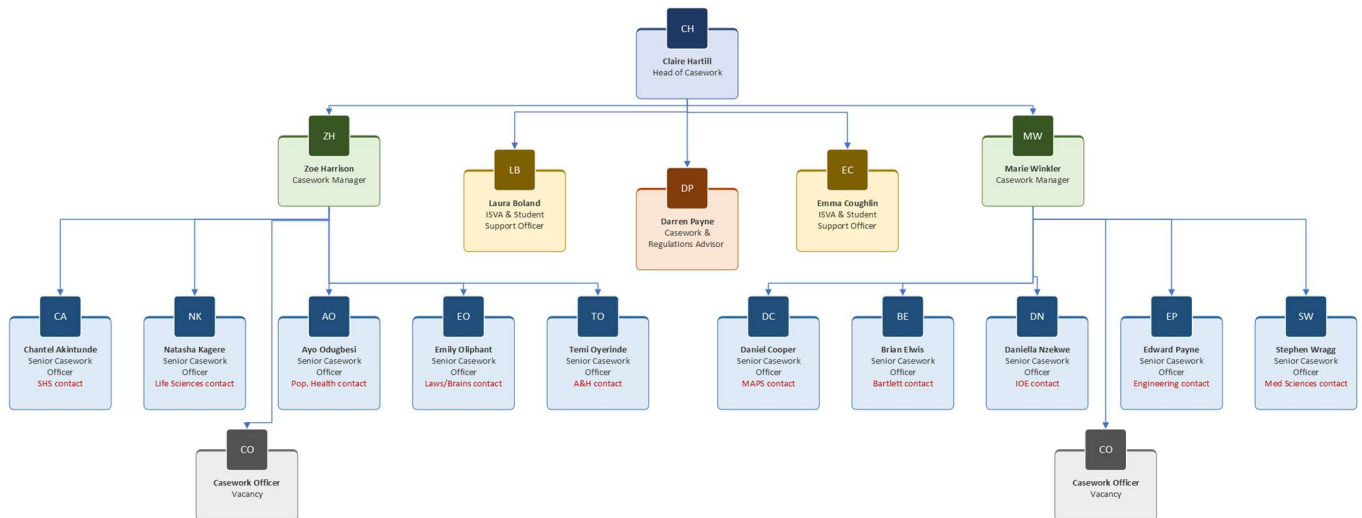
We are responsible for issuing completion of procedures (COPs) letters to students at the conclusion of an investigation, which allows

Contact us for:

- Advice on the impact of casework matters on the student experience, including potential academic outcomes.
- Student casework matters including academic appeals; student disciplinary; non-academic complaints; academic misconduct; support to study.
- Support with handling casework at local level within departments and faculties, including the use of informal resolutions.
- Advice on casework regulations, processes and procedures and their implementation.
- Advice on the support available to students involved with UCL casework matters.

students to take their matter forward to the OIA if they remain unsatisfied with UCLs decision on casework related matters.

Who are we?



How else we can help

Whilst each casework officer handles cases from across UCL, providing a designated contact for Faculties will allow faculty or departmental colleagues to speak with your own senior casework officer. We are looking to use these contacts to develop and assist with local resolution of casework where appropriate, as well as the promotion of suitable informal resolutions. We will also be able to better understand the unique needs of each faculty and inform our processes accordingly by meeting with colleagues regularly and developing good working relationships.

We now use a dedicated SharePoint site for all our casework processes. Soon this will allow us to provide regular, accurate data to faculties on current trends of complaints and academic

appeals, as well as the number of outstanding cases to be investigated. We envisage that this will assist faculties and departments with identifying potential issues at a granular level, and in turn will assist both casework and our faculty colleagues with planning and resolution to improve efficiency and the student experience. Our team has recently expanded to ten senior casework officers, and we are now beginning to see a reduction in our backlog of cases. This is moving us towards meeting our published service standards and ultimately, to improving both staff and student satisfaction. One of our key recruitments has been of two dedicated independent sexual violence advisor and student support officers. Laura and Emma are here to support our students throughout the casework journey, particularly those involved with

disciplinary processes, both during and after its conclusion. They can also offer advice to colleagues on best practice in this area.

Student Success



Paulette Williams, Head of Student Success

I'm Paulette and I lead the Student Success team. I've worked at UCL in fair access, equity, and education strategy roles including Co-Lead of the BAME Awarding Gap project, and Co-Chair of the Race Equality Steering Group. The team now works to improve the outcomes and experiences of students who are disabled; care experienced and estranged; Black and Asian; mature; from lower socio-economic backgrounds; and/or are part of our Access UCL programme. We're excited about the opportunity to collaborate with colleagues across UCL to support you in creating more inclusive learning environments for our students.

How we work

Our work is student-centred, collaborative, and aligned with UCL's core strategies. Our team's activities are both student and staff facing, and our flexible approach meets a wide range of needs across the university. We deliver initiatives for and with our students, offering several paid opportunities for them to contribute to change. We also work closely with UCL teams such as the

Arena Centre to provide support to faculties and departments working to address awarding and continuation gaps. Delivering Student Success in this way is fairly new across the sector and we are keen to take everyone on the journey with us.

To do this we will:

- Be clear about how we believe UCL can create a more inclusive experience for our students.
- Avoid taking a deficit model approach to our work that focuses solely on supporting students to adapt to UCL.
- Remain committed to addressing deep-rooted systemic issues affecting marginalised student groups.
- Be collaborative and work with staff and students to create change.
- Create knowledge exchange opportunities to help to facilitate continuous learning and growth across the university.
- Continuously measure and assess impact and the change in the university culture towards one that supports the success of all students.

What we do

We deliver initiatives, events and training opportunities to staff and students that will improve experiences or understanding of the experiences of marginalised students. For example, some of our student activities include advocacy workshops; mature student lunches; and a bespoke series for Access UCL students. We also link with the ChangeMaker initiatives and lead the Student Curriculum Partners (SCP) scheme as an opportunity for students to provide their perspective on the inclusivity of modules at UCL and shape the future learning experience. A major source of support for Faculties and Departments is our Student Success Fund which can provide funds up to £10k to fund intervention projects to enable academic success, retention, and continuation for the students we support.

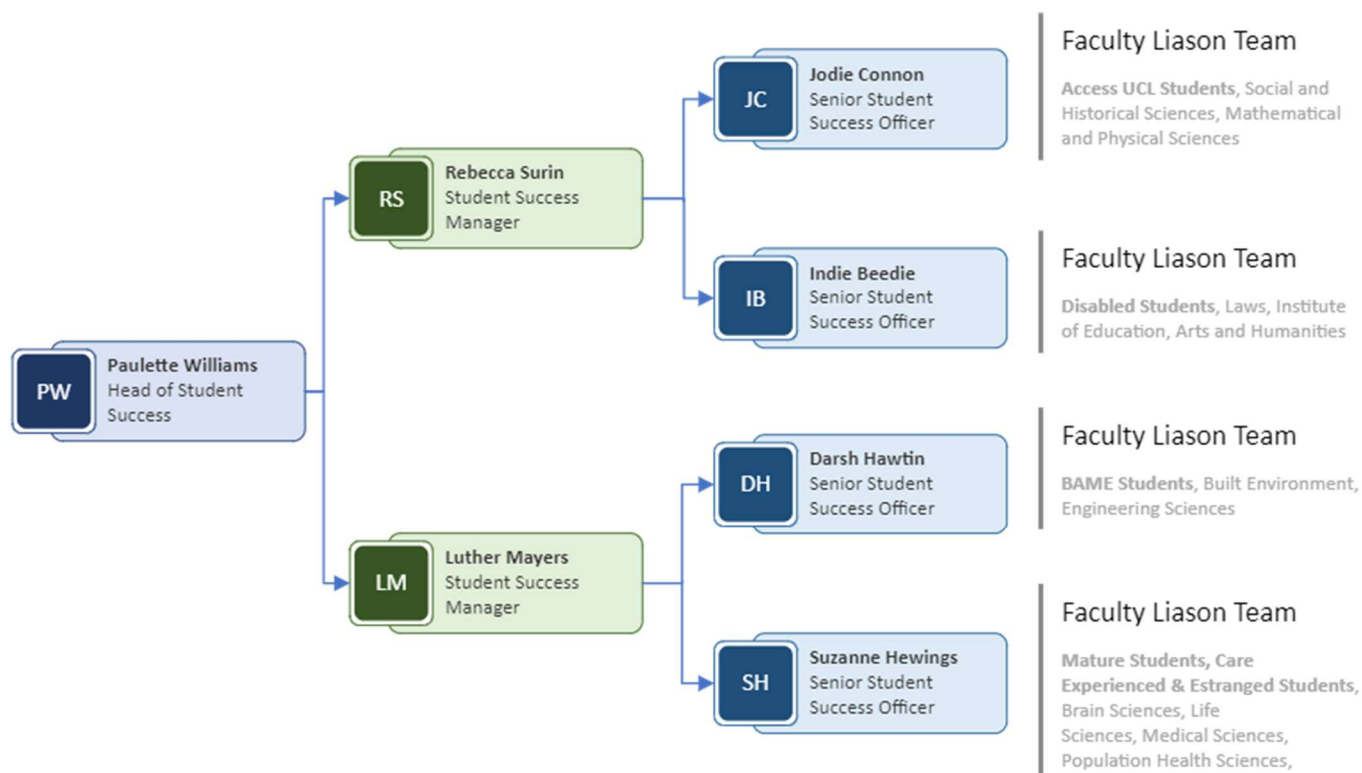
Contact us for

- Help with navigating data dashboards; accessing evidence on awarding and continuation gaps; and interpreting qualitative evidence to inform local action.
- Details of our various events and projects.
- Queries relating to the student success features of the University Access and Participation Plan.

- Information on the Student Success Fund.

Students can also get in touch with us if they feel they need some additional support from our team, want to join our growing student community, or they'd like to contribute to change at UCL.

Who are we?



Education Services Organogram

