



Student Operations Launch 2024

Daniel Farrell, Director
Kirsten Hamilton, Head of Student Records and Lifecycle
Katherine Majid, Head of Exams and Assessment Services
Mike Kelly, Head of Timetabling Services
Gary Smith, Head of Student Data
Paula Speller, Head of Portico Governance and PGR

Student Records and Student Lifecycle



Kirsten Hamilton, Head of Student Records and Lifecycle

Hello there! I'm Kirsten, and I head up the Student Records and Student Lifecycle team. I've been in post for over 5 years now, as a team we have delivered some great improvements, initiating results day, incorporating Late Summer Assessment into the lifecycle, moving Continuing Module selection to April and this year Digital Certificates. During that time we have worked closely with Academic Policy and quality teams refining the award regulations to enable algorithmic exam boards, also on the Module Assessment Boycott policy work and communications for the students to name a few big collaborative pieces of work.

From the student lifecycle side we work together to communicate our processes and timelines to all Faculties and departments particularly around Curriculum Data Maintenance.

Student Records

How we work

The Student Records team operates in a Business Partnering model in liaison with UCL's faculties, with three distinct teams working in partnership with the SLMS & IOE faculties, BEAMS faculties & SLASH faculties.

The Student Records Officers provide support to departmental and faculty administrative colleagues and first line support to students across a variety of queries such as transcripts & degree documentation, enrolment issues and general records issues. The Senior Student Records officers provide support for escalated queries and take the lead on training internal and external colleagues on a particular area of expertise. The Student Records Managers lead each of the individual faculty teams and provide dedicated oversight for student processes such as the Progression and Award, Change of Circumstances, Enrolment and then Degree Documentation.

The whole team is involved in the continuous improvement of our services, to ensure they are in line with wider strategic goals, undertaking developments in response to specific needs, the latest example of this being the introduction of Digital Award Certificates. We are committed to:

- Maintaining good data, alongside Faculty and department colleagues.
- Ensuring departmental and faculty colleagues are equipped with the training and knowledge to carry out the processes within our remit efficiently and in line with their needs and objectives.
- Providing a responsive service to colleagues across the institution to provide solutions to records issues, both at the individual student and process level.
- Responding in a timely fashion to both current and alumni student queries, adapting our services to meet developing student needs, within the wider objectives of the institution.
- Identifying process improvements to reduce the administrative burden of our tasks, in liaison with our department and faculty contacts.

What we do

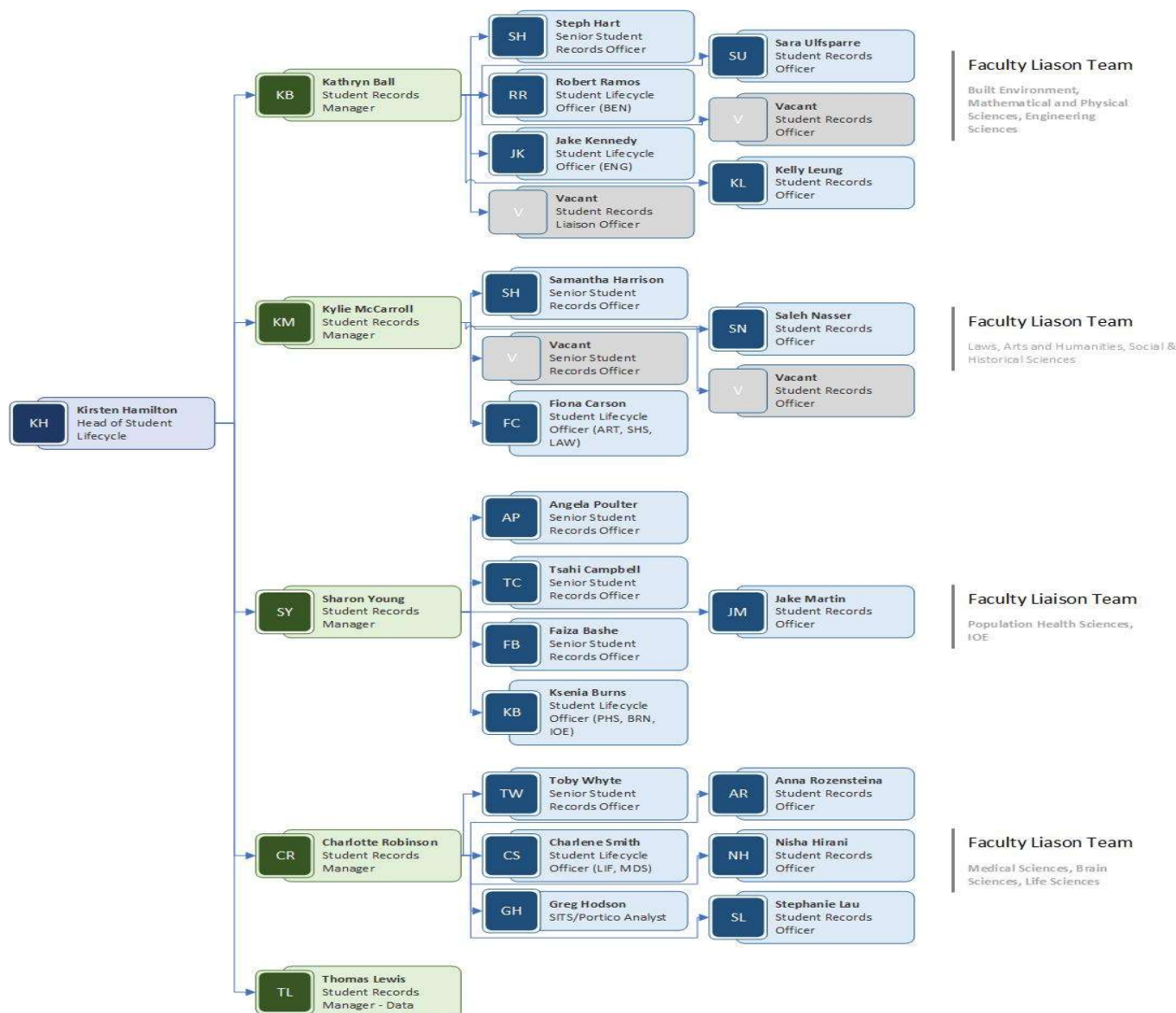
The Student Records team is responsible for the day-to-day management of queries relating to the student record across the yearly lifecycle, from enrolment through to graduation. We support the work of departmental administrators carrying out processes such as module registration amendments, mark entry, progression & award tasks and change of circumstances tasks including interruptions, programme transfers and withdrawals.

We also manage student-facing queries via askUCL and the transcript store/inbox, processing orders, replacement degree certificates and assisting students with their enrolment and change of circumstances applications. At the end of their studies, we are responsible for producing their results notices and degree documentation, as well as assisting the graduation team with building each year's ceremonies.

Contact us for:

- In-person enrolment for new students
- On-line (pre-/re-)enrolment for new, continuing and distance learning students
- Maintaining accurate module information on student records
- Adding Accredited Prior Learning credits to the student record
- Responding to student queries submitted via askUCL
- Responding to staff queries via Query Management Logs and via email
- Change of Circumstance applications:
 - Interruptions, withdrawals, programme transfers & mode of attendance changes
- Assisting with queries relating to the Extenuating Circumstances process
- Co-ordination of module result entry, student progression, and creation of awards on Portico
- Publication of official results and awards to students, including self service transcripts
- Processing extensions to end dates for resitting students
- Record updates relating to Higher Approvals (suspensions to regulations)
- Degree certificates and academic transcripts (for current and former students)
- The Higher Education Achievement Report [HEAR]
- Co-ordination of affiliate and intercollegiate student matters
- Verification of 18+ Transport for London oyster card applications

Who are we?



How else we can help

The Student Records team have been operating under the Business Partnering model since 2020, however, we are always looking to improve our services to provide streamlined support for our colleagues and students and would welcome feedback on our ways of working.

In addition to our day-to-day responsibilities, we can provide bespoke support to department and faculty colleagues and are happy to arrange drop-in sessions & individualised training dependent on need and available resource. This is in addition to the training and guidance that is provided by the team via our [webpages](#). We also welcome input from colleagues on potential improvements to our

processes at a local or central level. Please provide feedback to examboards@ucl.ac.uk.

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.

Student Lifecycle

How we work

The Student Lifecycle team, also work in a business operating model to offer tailored support and operational advice for programme, diet, and module creation and implementation. Working within faculty areas, the team are better able to understand pain points of key processes like curriculum data maintenance and work with our stakeholders to improve process and remove future obstacles. nd operational advice for programme, diet, and module creation and implementation. Working within faculty areas, the team are better able to understand pain points of key processes like curriculum data maintenance and work with our stakeholders to improve process and remove future obstacles.

The business model approach also enables the team to work flexibly with central stakeholder groups such as Student Records, CAT, Academic Policy, Quality and Standards, and Timetabling to achieve strategic goals like those set out by the Scheduling Programme.

Through our work, we:

- Keep the student experience at the centre of our innovation, process enhancement, and query management.
- Offer expertise to faculty and departmental colleagues to support the operationalisation of programme development.
- Work collaboratively with central colleagues to clearly communicate key information, deadlines, and process fix pain points.
- Continuously assess the impact of our work and creatively problem solve in-line with strategic priorities.
- students utilizing our service.

What we do

The Student Lifecycle team are responsible for the operationalisation of programmes, diets and modules as well as the quality of the data. The team operate within faculty areas to execute the annual curriculum data maintenance process and the student module selection process, which are foundational elements of the student experience. This involves relationship building within the faculty areas and understand their academic departments, an understanding of SITS/Portico, and query management from both students and administrators. Additionally, we work to support the remits of teams like Academic Policy, Quality and Standards, Portico Governance, and CAT in pieces of work such as, the programme/module amendment process, module catalogue refresh, and assessment pattern maintenance.

Contact us for:

- Advice on how to operationalise new and amended sector leading programmes
- Information about the proposal or amendment processes for programmes and modules.
- Support with curriculum data maintenance tasks and advice for building clearer, more timetable-able diets.
- Student or staff queries relating to module selection.
- Information or feedback on our continued work to enhance our processes' efficiency.
- Supplying data to facilitate departmental processes such as numbers planning.
- Data quality support for the HESA return
- An overview of our current Curriculum Data Maintenance processes
- Drop-in session and induction training of departmental colleagues new to the process
- An overview of module selection at UCL
- A discussion with equivalent Business Partner Colleagues to understand pain points and complexities in different Faculties.

How else we can help

Working in the business partner model allows the Student Lifecycle team to remain agile while anticipating and reacting to potential and actualised obstacles. In addition to the above, we welcome engagement from colleagues whom we can better support through our processes and can be contacted at lifecycle@ucl.ac.uk

Exams and Assessment Services



Katherine Majid, Head of Exams and Assessments Services

Hello! I'm Katherine and I am the Acting Head of Exams and Assessment Services (formerly known as the Central Assessment Team or CAT). I've been working at UCL for more than 30 years in various roles within the Examinations and Student Records Teams, so have considerable experience in exam delivery and a good working knowledge of SITS.

In addition to heading up the Exams and Assessment Team, I also work closely with ISD and have recently taken over as the Product Owner for Assessment and Feedback Product Team within their Education Change Portfolio. This team is responsible for looking after our exam scheduling software and our on-line assessment platform WISEflow (AssessmentUCL) and exploring the future possibilities for digital assessments.

How we work

Exams can be a pinch point for staff and students alike. Whilst we can't remove those stresses, we do endeavor to minimise them by:

- Scheduling with both the students and staff in mind, attempting to give students the best possible spread of dates whilst ensuring that the largest exams are scheduled sufficiently early to ease the marking burden. (Inevitably this will involve some compromise).

- Ensuring clear communications are issued to students and that the guidance to both staff and students is kept up to date.
- Working to ensure that both our in-person and on-line exams run as smoothly as possible.
- Training our invigilating staff to maintain the balance between ensuring that students stay within the rules whilst also being that reassuring presence in the room.
- Working closely with colleagues in ISD Digital Education to ensure that the set-up of our online assessment platform adheres to the current regulatory framework, as well as ensuring that the guidance for both staff and student users is kept up to date.
- Conducting an annual review of the examination delivery with a view to improving our processes and suggesting adjustments to the regulations when appropriate.

What we do

The team is responsible for:

- Maintaining summative assessment data for modules in Portico (from 2024-25 onwards).
- Scheduling centrally organised examinations.
- Booking internal and external examination venues for centrally organised examinations.
- Liaison with our external printing company over the production of examination papers and their delivery to exam venues.
- Liaison with external examination venues to ensure all logistics and services are in place.
- Liaison with the UCL Portering service to ensure exam rooms are set up on campus and arrange daily delivery/collection services to/from external exam venues.

- Oversight of the assessment communications plan for students.
- Reporting exam irregularity cases to the Casework Team.
- Exam arrangements for students requiring examination adjustments and close liaison with the Student Support and Wellbeing Team where necessary.
- Liaison with employment agency to ensure the provision, work schedules and payment of invigilating staff.
- Creation and management of online examinations.
- Provision of exam guidance and advice to teaching departments. Close liaison with the Digital Education Team based in ISD to ensure that the correct guidance for departmentally organised online assessments is provided.
- Provision of an examination script collection service for examiners.
- Responding to students' Assessment Query Forms, including making decisions on whether they have grounds/sufficient

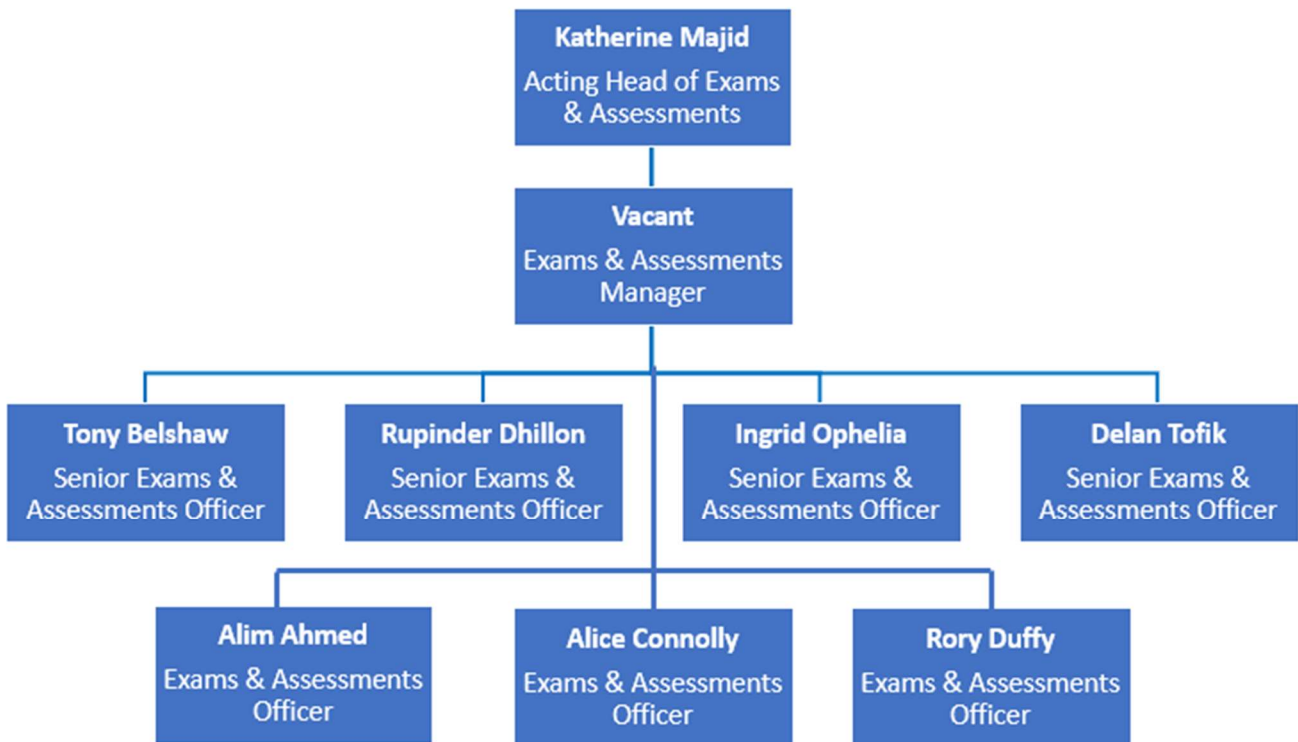
evidence to claim a Technical Failure in their remote online exams.

- Ensuring that all assessment delivery and the associated guidance/regulations for staff and students is kept in line with
- changes to the UCL Assessment Strategy and Regulations.

Contact us for:

- Advice on running departmentally based examinations.
- Assistance with managing examinations on WISEflow.
- Information on how to purchase examination answer books for departmentally organised exams.
- To make exam timetabling requests or to ask for assistance in scheduling departmentally organised exams which take place during the third term.

Who are we?



What else is happening in assessment?

In addition to my work in the Exams and Assessment Team, I am also the Product Owner for the Assessment and Feedback Product Team in ISD. This role involves:

- Chairing the UK Higher Education Institutions WISEflow User Group. UNIwise (the WISEflow supplier) use this group to communicate their developments and request feedback; and we have wider group discussions on good practice, shared experiences and take the opportunity to feedback development requests to UNIwise with a collective voice.
- Participation in regular meetings with Faculty Learning Technology Leads (FLTLs) to discuss all things related to digital assessment. Both communicating developments in WISEflow and allowing faculty staff to share knowledge and discuss the work they've been doing in this area. These discussions often involve looking at the other online assessment platforms in use within teaching departments, discussions around best practice, and of course how to overcome the thorny issue of managing student use of AI.
- In the more technical side, we've been working very closely with the SITS team to develop new APIs (for those of you who are non-technical APIs enable different systems to exchange data). SITS need to move to using these APIs as part of the next phase of the SITS to Cloud work and many of the APIs which they are creating with us will have the potential to be re-used by teams across UCL, so our early adoption of this work has the potential to be of benefit across the institution.
- With the growing concerns around academic integrity, we are revisiting the possibility of running a central service for invigilated in-

person online examinations in 2024-25. Watch this space....

- Whilst some teaching departments have embraced WISEflow, others have preferred to use other online platforms for their exams/assessment delivery. The Assessment and Feedback Product Team will be looking to see what other platforms are available potentially with a view to UCL either moving to a different platform or having a suite of options available to our academic departments.

Whilst trying to improve our students' experience of feedback and assessment the product team will also be looking at ways of making technology work to assist with giving feedback to students. Are some assessment platforms better for marking and sharing feedback than others? Could new software or a dashboard to manage marking deadlines assist with this process?

We are always open to suggestions and input from around the institution. If there is something that would make your exams, assessments and feedback journey easier, or if you are already doing innovative work which you want to share then do get in touch.

Timetabling Services



Mike Kelly, Head of Timetabling

Hello. I'm Mike Kelly, the acting Head of Timetabling Services, based within Student Operations (Student and Registry Services). I began acting in this role when the Timetabling Service moved from Campus Experience and Infrastructure (CE&I) to Student Operations in February 2023.

Prior to starting in post, there was an identified need to review the Timetabling Service and the way that timetabling activity operates throughout UCL. It was due to this need that I joined the team in January 2022 from a teaching and learning administration role in MAPS.

To give an indication of the scale of our operation: the Timetabling Service received requests for approx. 320,000 hours of central teaching in 2023/24 (roomed across approx. 70 buildings, 468 rooms).

How we work

The majority of the team operate in a business partnering model with assigned faculties and departments. Faculties have been divided into three distinct teams (based on SLMS, BEAMS, SLASH).

Within our model, the team are working with faculty colleagues to ensure that teaching event requirements are captured and allocated appropriate resources. The team also work with

faculty colleagues to understand strategic changes to teaching delivery, including the pedagogy underpinning these changes. We advise on practicality and best practice as colleagues decide on the structure of timetabled activities and related requirements.

The Timetabling Managers within the team lead each of the three faculty groupings, in addition to providing oversight for key cycle processes and activities (e.g. automatic room allocation).

The team has a dedicated first line support role to support the 500 users of our primary timetabling application (CMIS), in addition to other affiliated applications (including the online timetable and report tools page).

The team has been working alongside the Scheduling Programme and Timetabling Product Team to bring in changes to operational data and processes. This includes enriched event relationship data which we are collecting from departments as part of data collection for the 2024/25 timetable.

We work closely with the other teams responsible for the allocation of central teaching spaces (room bookings, conferencing), in addition to the service areas responsible for procurement and maintenance of these spaces (Campus Experience and Infrastructure, Audio Visual).

We are committed to:

- Collecting, validating, and maintaining good data, alongside faculty, department and other central services colleagues
- Ensuring departmental and faculty colleagues have access to relevant training and information materials, to support them in their timetabling activities and processes.
- Providing guidance and support to department and faculty colleagues responsible for the collation and construction of programme timetables.
- Continuous improvement of timetabling cycle processes, in partnership with faculties and departments.

What we do

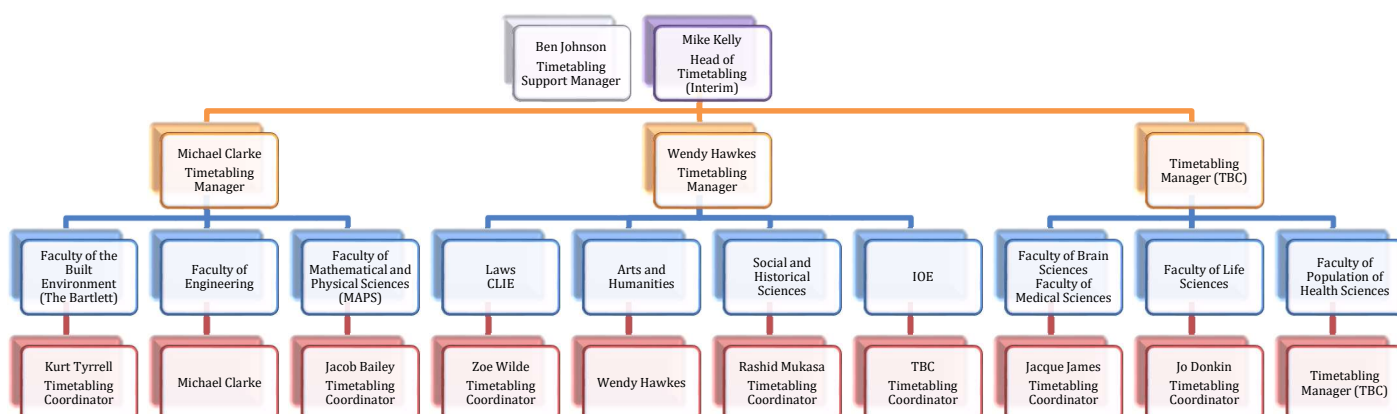
The team is responsible for the day-to-day management of UCL's timetabling activity (including the production, maintenance, and review of teaching events).

Contact us for:

- CMIS application access – including support with setting up CMIS, initial user training and guidance.
- Assistance and guidance when requesting more complicated teaching events within CMIS
- Guidance on UCL spaces (including space availability).
- Allocation of rooms to teaching events created in CMIS.
- Guidance and alternative suggestions when teaching events cannot go ahead as planned/requested.

Guidance on timetabling structures and best practice.

Who are we?



How else we can help

The Central Timetabling Team restructured in February 2023 to increase the capacity of the team (including appointment of four new Faculty Timetabling Coordinator Posts) in response to feedback from departmental and faculty colleagues. We continue to listen to feedback received, including any feedback on changes we have made over this last year, and aim to continue to improve our service.

Where individual or bespoke guidance is required, we can arrange for one-to-one sessions and additional training/resources.

Please send any feedback or requests for support to timetabling@ucl.ac.uk.

Student Data



Gary Smith, Head of Student Data

Hello. I am Gary. I head up the Student Data team. I've worked at UCL since last millennium, in roles related to statutory reporting, record systems and internal management information.

The team are working to deliver the best outcomes for our applicants, students, and UCL as a whole.

How we work

Our work rarely interacts with individual students. Rather it interacts with the data held on all students to ensure that UCL can access its own metrics and can meet its statutory requirements in an accurate, complete and timely manner. It is student-centred in that we ensure data used reflects the latest information from the student, so they and the institution are accurately represented.

In doing our work, we:

- Are creative, innovative and solution-oriented in our approach.
- Ensure accuracy, attention-to-detail, and efficacy in our outputs.
- Keep the needs of the institution, its students and staff central to our activities.
- Place our expertise at the service of our institution.
- Bring together knowledge of the changing landscape of external returns and SITS developments to ensure we meet the increasing external demands.

What we do

The purpose of the team is to develop, implement and maintain high quality reporting on data relating to the applicants and students of UCL and, in doing so, contribute to UCL's statutory reporting requirements and internal data needs.

The team is responsible for:

Preparation of statutory returns and associated statistical reports relating to students that underpin the external funding of the institution.

These include:

- HESA Returns (Student/DF, Unistats, Aggregate Offshore, ITT, GMC, NSS)
- OfS Returns (HESES, Medical and Dental, Transparency)
- Individual Learner Record (Apprenticeships)
- DfE teacher training reports (Self-Evaluation, Recommendations for QTS)
- Extraction, analysis and presentation of data to identify and resolve any issues in data quality and processes and to provide complete, accurate and timely outputs
- Interpretation and onwards processing of returns for such purposes as TEF, REF, University League Tables, Resource Allocation, Graduate Outcomes.
- Ensuring, as far as possible, that student-related data used by newspapers, league tables and other publications, provides a coherent and accurate external view of the institution.
- Preparation of internal management data relating to students and applicants, to support legal requirements (such as FOIs), planning, funding cycles and other institutional requirements
- Preparation of data to meet legal requirements such as FOI requests
- Developing methodologies to ensure we produce correct and appropriate results
- Liaison with key stakeholders in professional services, academic departments and faculties to identify opportunities and specify requirements for continuous improvement and development of data matters.

Contact us for:

Bespoke reporting on data from UCL's Student and Application Record System

Questions or clarifications on aspects of how external bodies source and process student information

Generic e-mail: studentdata@ucl.ac.uk

Who are we?

- Gary Smith - Head of Student Data
 - Mark Stone - Student Data Manager
 - Natasha Walsh - Student Data Manager
 - Adil Chowdhury - Student Surveys Manager
 - Minesh Halai - Student Data Analyst
 - Lee Hook - Student Data Analyst
 - Angela Jackson - Student Data Support Officer
 - Vacancy - Student Data Analyst
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How else we can help

Advice on the implications of coding in external data, such as level and subject grouping as applied to, for example, ATAS and funding.

Portico Governance and Research Degrees



Paula Speller, Head of Portico Governance and Research Degrees

Hello! I'm Paula and I lead two teams in Student Operations: Portico Governance and Research Degrees.

I've worked in Student and Registry Services for almost thirty years in both student focused and data management roles through which I've gained an in-depth understanding of the complexities and challenges associated with UCL's student and curriculum data.

My teams and I welcome this opportunity to inform you about the services we provide and look forward to supporting you in the future to deliver a better student and staff experience.

How we work

The **Portico Governance** team works collaboratively with academic and professional services teams to promote best practice in the use of Portico, UCL's student records system. We support users of this core system by:

- Training staff to have a greater understanding of the tasks and reports available and how they should be used to support their work.
- Consulting with key service users and ISD to ensure that essential system upgrades and software updates are scheduled around

operationally critical periods in the academic cycle.

- Working collaboratively with ISD teams to support the timely resolution of issues ranging from minor service defects to major critical incidents.
- Consolidating information about new and improved processes along with key dates and deadlines into a monthly newsletter for staff managing student lifecycle processes.

The **Research Degrees** team operates a partnering model to support research staff and students across UCL, acknowledging variation in Faculty practices and tailoring support accordingly. We are committed to delivering the best experience for our research students and achieve this by:

- Working with Welcome and Induction, Student Records and Visa Compliance to provide a positive enrolment experience for new postgraduate researchers.
- Working with the Doctoral School, Faculty and Departmental Graduate Tutors, and departmental postgraduate research administrators to ensure compliance with the research regulations and maintain quality assurance standards.
- Supporting the Research Degrees Committee with regular review of the academic regulations and guidance for research programmes.
- Arranging regular meetings and reciprocal work shadowing opportunities with staff in the Student Enquiries Centre to support knowledge transfer on research student processes to improve student enquiry management.

What we do

The **Portico Governance** team provides support, training and advice to users of SITS/Portico and delivers a range of data-related services for staff and students.

Our services include:

- The bi-annual publication of the Module Catalogue as a resource for current and prospective students during module selection.
- The annual rollover of SITS data that underpin curriculum data maintenance, prospectus copy call and the production of programme summaries for prospective students.
- Provision of induction and refresher training for users of Portico eVision, SITS client and Business Objects reports.
- Delivery of continuous improvement initiatives in partnership with Product teams and business stakeholders.
- Supporting ISD and business teams with the annual SITS/Portico upgrade and planning for essential service outages.
- Supporting staff with local solutions for accessing SITS data via ODBC for operational and planning purposes where managed services are not currently available.

Contact us for:

- Support and guidance on Portico-related matters such as data quality and process defects.
- Information about individual and small group training sessions.
- Guidance on the functionality available to staff and students in Portico and associated access level requirements.
- Advice about user acceptance testing and defect management relating to the SITS/Portico upgrade.

The **Research Degrees** team provides administrative support to over 8,000 postgraduate researchers and associated supervisors and examiners through all stages of the research degree process.

Our services include:

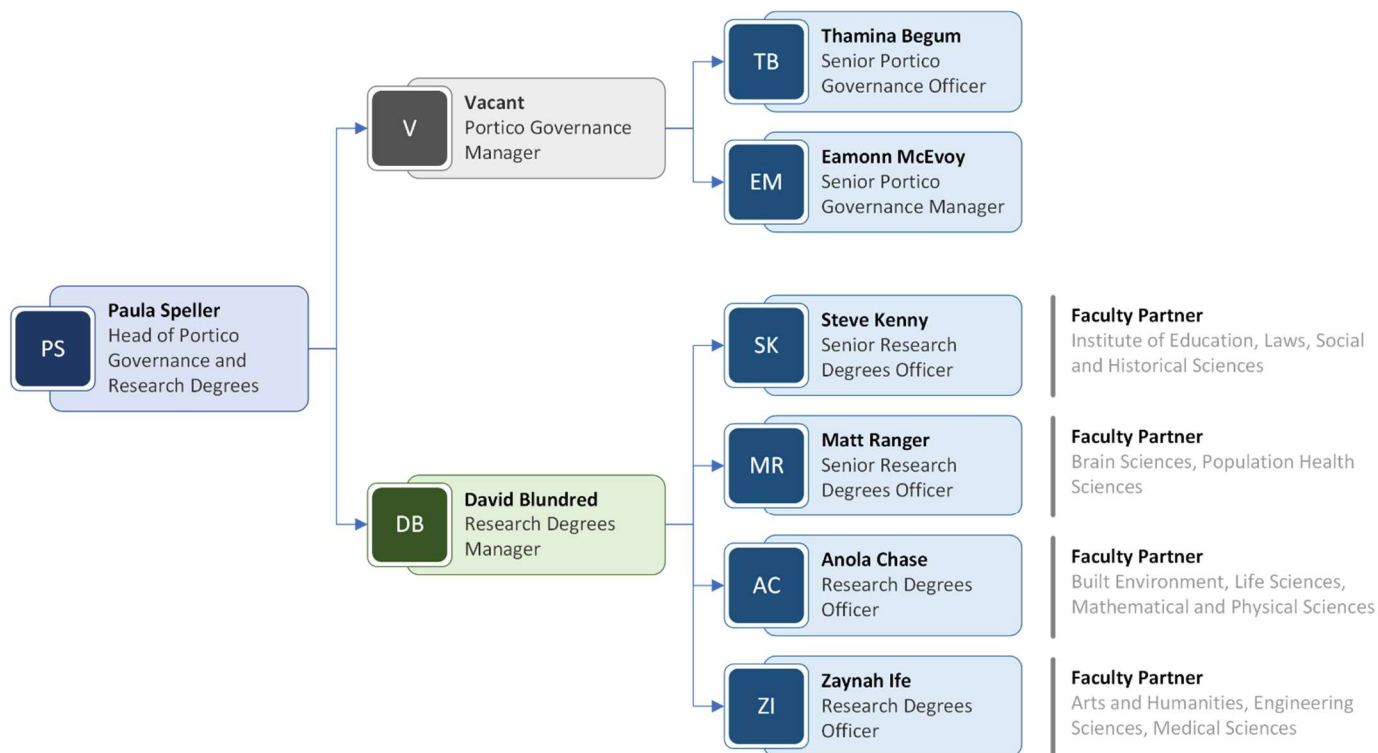
- The timely and accurate creation and maintenance of research students' records in accordance with UCL's academic regulations and guidelines for research degrees and professional doctorates.
- Supporting students and staff through key events in the research student lifecycle: enrolment, upgrade, examination entry, thesis submission, processing of results, conferral of awards, and production and dispatch of degree certificates and transcripts.
- Processing nominations, appointments and payments for research examiners.
- Responding promptly to enquiries received from students and staff.
- Issuing notifications via Portico to staff and students about progress through key milestones in the student journey.

Contact us for:

- Expert advice on postgraduate research regulations and procedures.
- Guidance on changes to student status, including completing research status, study leave, interruptions, transfers, and withdrawals.
- Support with complex student matters and cases requiring a suspension of regulations.
- Queries relating to research examiner nominations, appointments and claims for expenses.

Students can also contact us via askUCL for advice and support on any aspect of the research student journey.

Who are we?



How else we can help

The **Portico Governance** team will often identify opportunities for process enhancements as a consequence of investigating defects raised by Portico users. However, we are keen to hear from you about other potential improvement opportunities where you've encountered gaps in the current service provision or your reporting needs are not being met.

We would also welcome your suggestions for improvements in other areas, such as the Module Catalogue or our training provision.

Contact us at porticogovernance@ucl.ac.uk.

The **Research Degrees** team is keen to build on the recent success of the digital award certificate service as a great example that has been of immediate benefit to our students. We are currently working to deliver self-service transcripts via Portico for our professional doctorate and taught MPhil students and are also working with the Current Student Product Team to introduce a Portico workflow for programme withdrawal requests.

We still have many administrative processes which are entirely manual and time-consuming or require review and improvement. We are seeking support to replace these paper-based processes with secure workflows on Portico to provide better record-keeping, reporting and transparency for research staff and students.

Please get in touch if you have any suggestions for ways in which we can better support you with your research student management.

Contact us at researchdegrees@ucl.ac.uk.