



# UCL



Appointment of  
**DIRECTOR OF UCL CENTRE FOR  
ADVANCEMENT OF LEARNING  
AND TEACHING**



Perrett  
Laver





## EXECUTIVE SUMMARY

Consistently ranked among the world's top universities, UCL is a modern outward-looking HEI, with a global reputation for excellence across research and teaching. Founded in 1826 as a radically different institution that opened up higher education to people of all beliefs and social backgrounds, this pioneering ethos remains alive today. As London's leading multidisciplinary university, UCL is a true academic powerhouse committed to engaging with the 'Grand Challenges' of the 21st Century, with genuinely international reach and vision.





## ABOUT UCL

UCL is one of the UK's premier universities and is ranked in the world's top 10. It is a world-class research and teaching institution based in London whose staff and former students include 21 Nobel Prize winners. The 2012 QS World University Ranking places UCL 4th in the world. Founded in 1826, it was the only university in England at that time which admitted students regardless of race or religion and was the first to admit women on equal terms with men. Today, UCL is an inspiring university in which to work and study and it continues to thrive on the diversity and creativity of its community.

UCL is in practice a university in its own right, although constitutionally a college within the federal University of London. With an annual turnover exceeding £800 million, it is financially and managerially independent of the University of London.

Since 2003, UCL has been led by President and Provost Professor Malcolm Grant. He will be succeeded by Professor Michael Arthur in September this year ([www.ucl.ac.uk/provost](http://www.ucl.ac.uk/provost)).



Credit: David Bishop

## THE UCL COMMUNITY

The University employs approximately 8,000 staff and includes academic units as diverse as the Slade School of Fine Art, the Mullard Space Science Laboratory and the Institute of Child Health, which is associated with Great Ormond Street Hospital. In total, there are 54 Academic Departments and Institutes whose activities span the following: arts and humanities, social and historical sciences, law, architecture and the built environment, engineering sciences, mathematical and physical sciences, life and clinical sciences, and medicine. UCL's academic and research staff are a truly international community with more than a quarter coming from 84 countries outside the UK. 12,600 undergraduates and 8,500 graduate students study at UCL, of whom over 30 per cent come from 130 countries outside the UK. UCL offers 200 undergraduate programmes and more than 300 taught postgraduate programmes as well as the opportunity to carry out postgraduate research in all of its subjects. More than a third of the student community is engaged in graduate studies, with about 40 per cent of these graduate students pursuing research degrees.





Credit: David Bishop

## QUALITY OF UCL'S TEACHING AND RESEARCH

Two measures of the current quality of UCL's teaching and research are the results of the external teaching quality assessment reviews and the periodic Research Assessment Exercise (RAE).

The results of the UK's latest Research Assessment Exercise (RAE 2008) confirm the international excellence of UCL's research. The numbers of our researchers shown in RAE 2008 to be carrying out world-leading research place UCL among the top three universities in the UK. Of the 1,800 researchers submitted by UCL for RAE 2008, 95 per cent were deemed to have an international level of esteem. The range of UCL's research excellence was demonstrated by outstanding results in RAE 2008 in academic disciplines as diverse as biomedical sciences, architecture and the built environment, economics, law, philosophy and history.

Another measure of UCL's research excellence has been its success in bidding for external competitive funds from the Joint Infrastructure Fund (JIF) and the Science Research Investment Fund (SRIF). With the addition of required matching funds, JIF and SRIF are allowing UCL to invest more than £350 million into state-of-the-art infrastructure for cutting-edge research and teaching programmes.



## EQUALITY

UCL is proud of its longstanding commitment to equality and to providing a learning, working and social environment in which the rights and dignity of its diverse members are respected. The Equalities website ([www.ucl.ac.uk/hr/equalities](http://www.ucl.ac.uk/hr/equalities)) contains everything you need to know about Equalities at UCL with some initiatives highlighted below:

- Achievement of five Athena SWAN awards – for good employment practice for women working in science, engineering and technology (SET) in higher education and research.
- Tackling under-representation – UCL has two workforce equality targets. These targets are to increase the employment of black and minority ethnic (BME) support staff in grades 1-8 to 31 per cent in line with the economically active BME population of Greater London, and to incrementally equalise the representation of men and women in senior grades (9 and 10) with the ultimate aim of a 50:50 split of women and men at this level.
- Encouraging flexibility – 82 per cent of respondents to the 2009 UCL staff survey felt that their working time could be flexible. UCL's Work-Life Balance policy gives employees the right to request a flexible working pattern.





## LOCATION AND WORKING ENVIRONMENT

Based in Bloomsbury, UCL is a welcoming, inclusive university situated at the heart of one of the world's greatest cities. UCL's central campus is within easy reach of Euston, King's Cross and Marylebone mainline stations, the new Eurostar terminal at St. Pancras and the following Underground stations: Euston Square, Warren Street, Goodge Street and Russell Square. Road connections to the M1 and M40 motorways give easy access to the north and west road networks. There are also good public transport links to Heathrow airport. More information about UCL can be found at: [www.ucl.ac.uk](http://www.ucl.ac.uk)

UCL has had a long tradition of radical innovation in its taught programmes and many of today's established disciplines can trace their origins back to UCL's founding and its systematic approach to the teaching of, for example, engineering, law and medicine amongst others. That radical spirit continues today, exemplified by the launch in October 2012 of the Bachelor in Arts and Sciences (BASc) programme ([www.ucl.ac.uk/basc](http://www.ucl.ac.uk/basc)) which draws on the strengths of the disciplines across UCL and provides students with a unique opportunity to study across the arts and sciences. We expect the BASc to become a flagship programme at UCL. It is just one example of UCL's Education for Global Citizenship agenda ([www.ucl.ac.uk/global-citizenship](http://www.ucl.ac.uk/global-citizenship)) whereby we seek to ensure that UCL graduates are critical and creative thinkers, recognise the intellectual and social value of culture

difference, ambitious and idealistic and committed to the highest standards of ethical behaviour, entrepreneurial and innovative, prepared to lead and be highly employable and ready to embrace professional mobility. From UCL's core teaching and learning, to extracurricular activities and employability provision, Global Citizenship informs all parts of the student experience.

In July 2011 UCL's Council approved a new 10-year strategic plan, the White Paper 2011 – 2021 ([www.ucl.ac.uk/white-paper/](http://www.ucl.ac.uk/white-paper/)). At its heart is a challenge from the Provost to all members of the UCL community to bring about a transformation around a fresh student-centred vision, and to make UCL quite simply the most exciting university in the world in which to study and work.



UCL is committed to providing education of the highest academic quality, rigorous in its demands, distinctive in its character, imbued with UCL's world-leading research delivered by academic staff at the forefront of their field. The new student funding arrangements create challenges and opportunities for every aspect of UCL's activities. They compel UCL to transform an already powerful educational experience into something truly outstanding and transformative for students. UCL aims to offer the best undergraduate and postgraduate programmes in the UK, based on rigorous scholarship and academic excellence.

The foundations for this re-focused approach are laid in the institutional Teaching and Learning Strategy 2010 – 2015. Highlights from this strategy and the White Paper include programme review, radical undergraduate curriculum reform, degree classification reform, postgraduate education, and technology for student support.

UCL aims to be in the top three institutions in the country for all measures of educational excellence, including retention, value added, student satisfaction and employability. The UCL Centre for Advancement of Learning and Teaching will play a key role in meeting these aims.





# THE CENTRE FOR ADVANCEMENT OF LEARNING AND TEACHING - CALT

**CALT's role is to champion, promote, facilitate and evaluate outstanding practice in teaching and learning. ([www.ucl.ac.uk/calt](http://www.ucl.ac.uk/calt))**

Reporting to the Vice-Provost (Education), the Centre's mission is to provide world-class scholarly pedagogic support to UCL's faculties and departments so enabling them to:

- plan and implement strategic educational change effectively to deliver an outstanding student learning experience;
- maximize the benefits for students and staff from a research-led/research-embedded approach to teaching and learning;
- develop and embed evidence-based teaching and learning strategies and programmes in line with UCL's strategic objectives;
- enhance teaching and learning practice in alignment with the highest professional standards and with UCL's own aspirations;
- identify, recognise and share their own effective teaching and learning practice and learn from that of others;
- collaborate on projects across UCL that seek to develop the scholarship of teaching and learning.

CALT currently comprises seven senior and principal teaching fellows and six administrative staff.

The editor of the UCL Teaching and Learning Portal ([www.ucl.ac.uk/teaching-learning/default](http://www.ucl.ac.uk/teaching-learning/default)) also works closely with the team in CALT. The Centre has four key activity areas: Professional Development, Scholarly Contribution, Advice and Guidance, and Resources. Working in collaboration with UCL's Organisational and Staff Development Unit, CALT is responsible for the teacher development of all staff and postgraduate teaching assistants. The Professional Certificate in Teaching and Learning in Higher and Professional Education for UCL's probationary academic staff is delivered by UCL's strategic partner the Institute of Education, University of London.





Amongst CALT's current priority areas are assessment and feedback, personal and professional development for students and supporting academic staff in the role as personal tutors and use of new technologies. This latter work is in collaboration with UCL's E-Learning Environments.

([www.ucl.ac.uk/isd/staff/e-learning/ele](http://www.ucl.ac.uk/isd/staff/e-learning/ele))

CALT's objectives are to:

- provide an outstanding professional support service to UCL's faculties and departments that focuses on UCL's strategic priorities for education, teaching and learning and responds to the educational and developmental needs of staff and their students;
- promote evidence-based approaches to develop undergraduate and postgraduate curricula;
- establish appropriate professional standards for teaching at UCL, aligned to the UK Professional Standards Framework and other relevant professional frameworks;
- enhance teaching and the support of learning at UCL through the provision of professional development opportunities for staff at all levels and stages of their career;
- create opportunities/forums for knowledge sharing, debate, collaboration and dissemination of excellence across UCL;
- provide leadership and support to faculties and departments in evaluating the effectiveness of their pedagogic approaches;
- ensure CALT is visible across UCL at all levels, positioned to influence thinking, decision-making and action at institutional and faculty/departmental levels;
- develop CALT's reputation as a credible and reliable professional team through the consistent and measurable delivery of results.





# THE ROLE OF DIRECTOR OF UCL CENTRE FOR ADVANCEMENT OF LEARNING AND TEACHING

You will:

- provide leadership and strategic direction to the staff of the Centre for the Advancement of Learning and Teaching (CALT) to shape and ensure the effective development of a coherent and forward-thinking approach to the advancement of learning, teaching and assessment across the University, which meets the needs of UCL's Schools, encourages innovation, and reflects UCL's objectives for learning and teaching;
- liaise with the Vice-Provost (Education) to develop and agree CALT's strategic priorities, to ensure that CALT's activities respond directly to the needs and requirements of the institution, and to translate UCL's strategic decisions on teaching, learning and assessment into a plan of activities for CALT;
- drawing on own professional expertise and experience, provide strategic advice and guidance to UCL Senior Officers – including the Vice-Provost (Education) – and Committees on behalf of CALT on issues relating to the provision of support for learning, teaching and assessment at UCL;
- represent CALT on institutional-level committees and working parties with a remit to support learning, teaching and assessment, including Academic Committee, and contribute to institutional-level strategic planning as requested by the Vice-Provost (Education);
- establish processes and scholarly projects that will provide evidence of the enhancement of quality of learning and teaching to the institution;
- take overall responsibility for the delivery of the strategic targets set for CALT by the Vice-Provost (Education), plan and manage the staffing and budget resource in support of these targets, and monitor progress as necessary;
- contribute to the delivery of CALT's programme of professional development and support for academic staff, as appropriate;
- support the staff of the Centre to ensure that they are empowered to fulfil the Centre's remit to support learning, teaching and assessment in line with institutional expectations;
- oversee the management of the CALT team (professional support staff and administrative staff), including recruitment, budget management and staff development;
- advocate for CALT with senior-level academic and administrative staff as required to ensure the effective operation of the centre, and to develop collaboration and shared activity with departments in other areas of the university operating in a similar support capacity (e.g. e-learning environments, occupational and staff development, the library, a range of student-support services);
- line management of the Deputy Director and other senior professional and administrative staff as appropriate.



# PERSON SPECIFICATION

You will need to demonstrate:

- evidence of leadership and a proven ability to lead, develop and motivate colleagues;
- evidence of a scholarly approach to education development, including demonstrated contributions to higher education;
- evidence of a clear vision for the development of education at UCL, and of the ability to refine that vision to reflect the objectives of senior officers of the University and university policy;
- sustained professional experience in an education role, with a national or international profile in the field;
- experience of advising on, and helping to bring about, transformational change in education at strategic level in a university or similar organisation, including through target-setting and change management;
- experience of leading strategy development in relation to learning and teaching, and of supporting a team to translate strategic targets into activity;
- experience of leading a department or team, of setting collective and individual targets, and monitoring progress against those targets;
- experience of delivering professional training in an education context;
- ability to work collaboratively with senior staff in other departments with a similar remit to identify new opportunities and implement new activity effectively;
- excellent interpersonal skills and the ability to build excellent working relationships at all levels;
- ability to advocate the work of the centre and act as an ambassador for the service to senior colleagues.





## APPOINTMENT PROCESS AND HOW TO APPLY

The Director, CALT will be appointed by a selection panel advised and assisted by the University's executive search partners, Perrett Laver.

Applications should consist of a full CV, details of the names and addresses of three referees who are leading figures in the relevant subject (including at least one referee based outside the candidate's own country of residence) and a covering letter with narrative text describing the nature and achievements in your scholarship, any wider leadership or managerial responsibilities held and achievements therein, and a strategy for the Centre.

The deadline for applications for this post is midday on Friday 7th June and applications should be uploaded at [www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates) quoting reference 1298.

UCL particularly welcomes female applicants and those from an ethnic minority, as they are currently under-represented within UCL at this level. This is in line with section 48 of the Sex Discrimination Act and section 38 of the Race Relations Act.

The progression of the recruitment process will be reviewed in early to mid-June, and the selection committee will subsequently invite a group of individuals to visit UCL informally. Formal interviews will then be held after, exact timings to be determined.

The final appointment will be made subject to satisfactory references.

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# TERMS AND CONDITIONS OF EMPLOYMENT

Salary is negotiable and will be made at a competitive level at grade 10 on the administrative pay scale ([www.ucl.ac.uk/hr/salary\\_scales/final\\_grades.php](http://www.ucl.ac.uk/hr/salary_scales/final_grades.php))

The post holder will actively follow UCL policies. The Human Resources website [www.ucl.ac.uk/hr](http://www.ucl.ac.uk/hr) gives comprehensive information on UCL's employment policies and regulations.

The Code of Conduct for Undertaking Business on Behalf of UCL can be found at:

[www.ucl.ac.uk/finance/secure/fin\\_docs/code\\_of\\_conduct.htm](http://www.ucl.ac.uk/finance/secure/fin_docs/code_of_conduct.htm)

## HOURS OF WORK

Full time hours average 36.5 hours per week and times of work are as determined by the Head of Department.

## HOLIDAYS

Annual leave is 27 working days for a full time member of staff. UCL also closes for a period at Christmas and Easter, at which times staff benefit from a total of six 'closure days' in addition to Bank Holidays.

## PENSION

Senior staff at grade 10 are eligible to join the Universities Superannuation Scheme (USS), subject to the Scheme's rules and regulations, which is a defined benefit scheme.

## RELOCATION EXPENSES

UCL has a policy for the reimbursement of relocation expenses for general funded posts i.e. posts not funded from external sources – further information can be found at:

[www.ucl.ac.uk/hr/docs/relocation\\_expenses.php](http://www.ucl.ac.uk/hr/docs/relocation_expenses.php)

## EQUAL OPPORTUNITIES

UCL has adopted an Equal Opportunities Policy and specific regard should be taken of its content in relation to the treatment of employees or potential employees.

In the recruitment, selection, training, appraisal, development and promotion of staff, the only consideration must be that the individual meets, or is likely to meet the requirements of the post. The requirements being met, no job applicant or employee will be discriminated against on the basis of their gender, race, colour, ethnic origin, nationality (within current legislation), disability, sexual orientation, marital status, caring or parental responsibilities, age, or beliefs on matters such as religion and politics.

The full policy statement can be found at:  
[www.ucl.ac.uk/hr/docs/equal\\_opportunity.php](http://www.ucl.ac.uk/hr/docs/equal_opportunity.php)

## DATA PROTECTION

UCL is required by law to comply with the Data Protection Act, 1998. It is the commitment of UCL to ensure that every current employee and registered student complies with this Act to ensure the confidentiality of any personal data held by UCL, in whatever medium, through its Data Protection Policy. Full details can be found here:  
[www.ucl.ac.uk/finance/legal\\_services/data\\_protection/](http://www.ucl.ac.uk/finance/legal_services/data_protection/)

## HEALTH AND SAFETY

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974) and Fire Regulations, to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors. UCL and the Trust both operate a No Smoking Policy, which does not allow smoking at work other than in a designated area.

## NO SMOKING

UCL operates a No Smoking Policy, which does not allow smoking at work other than in a designated area.



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## CONFIDENTIALITY

All UCL employees are required to exercise discretion and maintain confidentiality at all times.

## RECRUITMENT AND SELECTION

All employees who are responsible for recruiting new staff are required to attend an in-house recruitment and selection training course before they can be involved in the recruitment process.

## OTHER BENEFITS

- A season ticket loan is available to staff who have successfully completed their probationary period with the facility to repay through a monthly deduction from salary.
- Access to an extensive range of in-house staff development opportunities. Staff have full use of the UCL libraries and UCL operates a Study Assistance Scheme for those undertaking part-time work-related study.

- An excellent location for transport networks being near Euston, Kings Cross and St. Pancras stations and a choice of underground stations connected to London's other mainline stations. A wide range of bus routes serves the area.
- UCL lies in Bloomsbury, just north of Oxford Street, Covent Garden and the heart of the West End with access to shops, theatres, cinemas, bars and restaurants. UCL also has its own 550 seat West End arts venue (Bloomsbury Theatre) which hosts drama, dance, music, debates and lectures during the year.

The main campus has subsidised cafeterias/bars and shops, gym, hairdresser and a travel agent. UCL staff can also benefit from corporate membership at a Tottenham Court Road gym.