UCL Academic Manual 2024-25

Chapter 12: Duties and Responsibilities

Chapter 12 outlines the Duties and Responsibilities of key posts within UCL.

Heads of Departments (excluding academic units of the School of Life and Medical Sciences)

Contact: Mr David Pacey, Secretary to Council

1 Policy

General

In accordance with UCL Regulation for Management 11.4, the Head of Department is responsible to the Council of UCL, via the Dean of the Faculty, the Vice-Provost (Faculties) and ultimately the Provost, for the organisation and general conduct of the Department and is expected to participate in its teaching, examining and administrative work and to pursue research.

The following schedule of duties and responsibilities applies to Heads of Departments in the Faculties of Arts and Humanities, the Built Environment, Engineering Sciences, Laws, Mathematical and Physical Sciences, Social and Historical Sciences, and the UCL Institute of Education, as well as to the Director of the School of Slavonic and East European Studies (SSEES). In the School of Life and Medical Sciences, there are specific (although largely similar) duties and responsibilities prescribed for the Directors of Divisions and Institutes.

The specific duties and responsibilities of Heads of Departments include the following:

1 Safety and Environmental Sustainability

1.1 The Head of Department has overall responsibility for health and safety within the department and must demonstrate commitment to UCL's published Health and Safety and Environmental Sustainability Policies by making, recording, and ensuring the implementation of arrangements to meet the policies and associated UCL requirements.

1.2 The Head of Department will be required to set out and record a summary of the Department's priorities for improvement action in the current year which will reflect the outcomes from their annual review as well as the overall UCL Safety Objectives and Environmental Sustainability Strategy.

1.3 The Head of Department will ensure that their organisation is adequate to ensure that the departmental arrangements will be implemented to meet UCL requirements for Safety and Environmental Sustainability.

1.4 The Head of Department will be required to appoint a Departmental Safety Officer, a Departmental Environment Officer and other Nominated Persons specified by UCL Policy and requirements. (These Officers and Nominated Persons must be competent to advise the Head of Department of the arrangements within the Department which are necessary to discharge adequately the Head of Department's responsibilities.)

2.   Security

2.1   In consultation with the [UCL Security Office](), the Head of Department will implement agreed security measures in the Department during normal working hours and in respect of all visits to or other special events in the Department which may have particular security implications.

2.2   Enquiries regarding Head of Department responsibilities in respect of security should be referred to the UCL Security Manager.

3   Staffing

3.1   The Head of Department will be responsible for the management of staff of the Department, including (i) training, development, and career management and (ii) day-to-day management matters, such as leave of absence, sick leave, etc.

3.2   The Head of Department will be responsible for: ensuring that the Appraisal, Review and Development Scheme is undertaken for all appropriate staff of the Department; and for implementing UCL employment procedures.

3.3   The Head of Department will review and report annually on probationers' progress and performance in respect of academic staff, and review the probationary service of non-academic staff, in accordance with the relevant [UCL Induction and Probation Procedures.]()

3.4   The Head of Department will be responsible for putting forward cases for Senior Academic Promotions.

3.5   Details of the above schemes can be obtained from the Human Resources Division.

4   Students

4.1   The Head of Department will be responsible for the implementation and general overview of processes within the Department to ensure the educational progress and welfare of students registered with the Department.

4.2   Enquiries regarding Head of Department responsibilities in respect of Students should be referred to the Registrar.

5   Equal Opportunity

5.1   The Head of Department will be responsible for appointing an [Inclusion Lead]() and for promoting equality and diversity within the Department in accordance with UCL Policy.

6 Communication

6.1 The Head of Department is responsible for ensuring that mechanisms are in place to communicate effectively with their staff; disseminating and acting upon information received directly from senior UCL officers.

6.2 The Head of Department should make arrangements for appropriate filtering of incoming information so that members of the Department are not overloaded with information which the Head judges not to be relevant to them.

7 Meetings

7.1 The Head of Department will ensure that a Departmental Staff Meeting is held at least twice in each academic year and will be responsible for the chairing and conduct of such meetings in accordance with Regulations for Management 11.5 to 11.9.

7.2 The Head of Department, in consultation with the appropriate faculty committee(s) and in accordance with Regulation for Management 12.3, will ensure that: a Student Partnership Committee is constituted; its constitution and procedures are acceptable to the staff and students of the Division; the Committee meets at least twice each academic year; and its minutes are forwarded to the Students' Union and Academic Services using the sscc@ucl.ac.uk email address (see the Academic Manual Chapter 9, Section 6 Student Academic Representation for details).

7.3 The Head of Department will attend the Provost's regular meetings with the Academic Leadership Group and will disseminate information and/or take action in accordance with decisions arising from such meetings, as appropriate.

7.4 Enquiries regarding Head of Department responsibilities in respect of the above meetings should be referred to the Rob Traynor, Senior Academic Policy and Quality Officer, Education Services, Student and Registry Services (in respect of 7.2) and Clare Goudy, Chief of Staff to the President and Provost (in respect of 7.3).

8 Academic Planning

8.1 In consultation with staff of the Department and the Dean of the Faculty ('the Dean' hereafter), the Head of Department will: (a) formulate and monitor the academic planning, development and performance of the Department (including planning in respect of the UK higher education funding bodies' frameworks such as the REF, TEF and KEF); (b) prepare a Departmental Strategic Plan according to a timetable defined by UCL.

8.2 The Head of Department should discuss and agree major academic developments with the Dean before referral to the Vice-Provost (Faculties) or Provost as appropriate. Specific areas of academic planning for which Heads of Department have responsibility include:

- the accommodation implications, if any, of proposed academic developments and staff recruitment
- the REF, TEF and KEF
- taught programme review and development, including quality management and enhancement.

9 Finance

9.1 The Head of Department will manage the Department's budget, working closely with the Dean of the Faculty, and handle financial matters in accordance with the Financial Regulations and approved procedures of UCL.

9.2 Enquiries regarding Head of Department responsibilities in respect of finance should be referred to the Faculty and School Finance Team.

10 Procurement

10.1 The Head of Department will be responsible for ensuring that staff in the Department follow the UCL Procurement Regulations.

11 Estates

11.1 The Head of Department, assisted by their professional services team and staff within UCL Estates, will aim to utilize the space efficiently with due regard for health and safety regulations, occupancy, and utilisation rates. All major developments requiring additional space or modifications of existing space with costs exceeding £25,000 should be registered using the UCL Project Request form found at: https://www.ucl.ac.uk/estates/project-and-requests. Except where specifically agreed otherwise by the Director of UCL Estates (Operations), all work to the fabric and services will be procured through UCL Estates.

12 Quality Management and Enhancement

12.1 In consultation, where appropriate, with the Dean of the Faculty concerned, the Head of Department will ensure: that quality management and enhancement processes operate within the department in accordance with policies and procedures laid down in the UCL Academic Manual, and that staff and, where appropriate, students are informed of such processes.

12.2 Enquiries regarding Head of Department responsibilities in respect of quality management and enhancement should be referred to the Director of Academic Services.

13 Research Governance

13.1 The Head of Department will ensure that staff and, where appropriate, students of the Department understand UCL's arrangements for research governance and the associated procedures (see https://www.ucl.ac.uk/governance-compliance/research-

governance, https://www.ucl.ac.uk/research/integrity/ and
https://www.ucl.ac.uk/research/integrity/research-ethics), the main components of which
include:

- UCL's research ethics framework
- UCL code of conduct for research
- Procedure for investigating and resolving allegations of misconduct in academic research
- Declaration of interest policy (in relation to research)
- Policy, principles and procedures for the care and treatment of human remains at UCL.

13.2   The Head of Department is responsible for agreeing all ethical approvals which may be required for research activities carried out by members of the Department.

13.3   Enquiries regarding Head of Department responsibilities in respect of research governance should be referred to the Registrar in the first instance.

14   Business Continuity

14.1   The Head of Department is responsible for the maintenance of business continuity in the Department and for working with UCL's Critical Incident Team in the event of a major incident or emergency at UCL. This will require being contactable, if necessary, outside working hours.

15   Other

15.1   The Head of Department may be asked to carry out such other duties and responsibilities as the Council, the Provost, the Vice-Provost (Faculties) or the Dean of the Faculty may from time to time prescribe.

Directors of Divisions / Institutes in the Faculties of the School of Life and Medical Sciences (Brain Sciences, Life Sciences, Medical Sciences and Population Health Sciences)

Contact: [Mr David Pacey](), Secretary to Council

Policy

General

In accordance with UCL Regulation for Management 11.4, the Director is responsible to the Council of UCL, via the Dean of the Faculty, the Vice-Provost (Faculties) and ultimately the Provost, for the organisation and general conduct of her or his Division/Institute ('Division' hereafter) and is expected to participate in its teaching, examining and administrative work and to pursue research.

Directors of Divisions will be appointed by Council, on the recommendation of the Provost, according to the procedure set out in Regulation for Management 11.3.

Divisions comprise a number of Research Departments (or equivalent sub-Divisional units) undertaking research and with responsibilities for graduate students (research and taught). A separate Teaching Executive Committee is responsible to the Dean of the Faculty concerned, for undergraduate students.

1 Safety and Environmental Sustainability

1.1 The Director of Division has overall responsibility for health and safety within the Division and must demonstrate commitment to UCL's published Health and Safety and Environmental Sustainability Policies by making, recording, and ensuring the implementation of arrangements to meet the policies and associated UCL requirements.

1.2 The Director of Division will be required to set out and record a summary of the Department's priorities for improvement action in the current year which will reflect the outcomes from their annual review as well as the overall UCL Safety Objectives and Environmental Sustainability Strategy.

1.3 The Director of Division will ensure that their organisation is adequate to ensure that the Divisional arrangements will be implemented to meet UCL requirements for Safety and Environmental Sustainability.

1.4 The Director of Division will be required to appoint a Divisional Safety Officer, a Divisional Environment Officer and other Nominated Persons specified by UCL Policy and [requirements](). (These Officers and Nominated Persons must be competent to advise the

Director of Division of the arrangements within the Division which are necessary to discharge adequately the Director of Division's responsibilities.)

2   Security

2.1   In consultation with the UCL Security Office, the Director of Division will implement agreed security measures in the Division during normal working hours and in respect of all visits to, or other special events in, the Division which may have particular security implications.

2.2   Enquiries regarding the Director of Division's responsibilities in respect of security should be referred to the UCL Security Manager.

3   Staffing

3.1   Directors of Divisions will be responsible for the management of staff of the Division, including (i) training, development and career management and (ii) day-to-day management matters, such as leave of absence, sick leave, etc. The Director of Division may delegate these responsibilities to Heads of Research Departments as he or she sees fit.

3.2   The Director of Division will be responsible for and/or for delegating to Heads of Research Departments responsibility for: ensuring that the Appraisal, Review and Development Scheme is undertaken for all appropriate staff of the Division; implementing UCL employment procedures.

3.3   The Director of Division will review and report annually on probationers' progress and performance in respect of academic staff, and review the probationary service of non-academic staff, in accordance with the relevant UCL Induction and Probation Policy, or will delegate such responsibility to Heads of Research Departments.

3.4   The Director of Division, following appropriate consultation, will be responsible for putting forward cases for Senior Academic Promotions.

3.5   Details of the above schemes can be obtained from the Human Resources Division or are available on the Division's website.

4   Students

4.1   The Director of Division will, in consultation with the appropriate Faculty Tutor and the Dean, be responsible for the implementation and general overview of processes within the Division to ensure the educational progress and welfare of students registered with the Division.

4.2   Enquiries regarding Director of Division responsibilities in respect of students should be referred to the Registrar.

5   Equal Opportunity

5.1   The Director will be responsible for appointing an Inclusion Lead and for promoting equality of opportunity through the Division's Senior Management Group.

6   Communication

6.1   The Director is responsible for ensuring that mechanisms are in place to communicate effectively with their staff, disseminating and acting upon information received directly from senior UCL officers.

7   Meetings

7.1   The Director will ensure that a Divisional Staff Meeting is held at least twice in each academic year and will be responsible for the chairing and conduct of such meetings in accordance with Regulations for Management 11.5 to 11.9.

7.2   The Director, in consultation with the appropriate faculty committee(s) and in accordance with Regulation for Management 12, will ensure that: a Student Partnership Committee is constituted; its constitution and procedures are acceptable to the staff and students of the Division; the Committee meets at least twice in each academic year; and its minutes are forwarded to the Students' Union and Academic Services using the sscc@ucl.ac.uk email address (see the Academic Manual Chapter 9, Section 6 Student Academic Representation for details).

7.3   The Director will attend the Provost's regular meetings with the Academic Leadership Group and will disseminate information and/or take action in accordance with decisions arising from such meetings, as appropriate.

7.4   Enquiries regarding Head of Department responsibilities in respect of the above meetings should be referred to the Rob Traynor, Senior Academic Policy and Quality Officer, Education Services, Student and Registry Services (in respect of 7.2) and Clare Goudy, Chief of Staff to the President and Provost (in respect of 7.3).

7.5   The Director will be a member of the Faculty Senior Management Group and is required to attend meetings of SMG. In this capacity the Director has a responsibility to act in the interests of the whole Faculty and University as well as the interests of their Division.

8   Academic Planning

8.1   In consultation with Heads of the Division's constituent Research Departments, Vice-Deans, the Chair of the Faculty Teaching and/or the Chair of the Research Degrees Committee Faculty Tutors and the Dean, the Director of Division will: (a) formulate and monitor the academic planning, development and performance of the Division (including planning in respect of the UK higher education funding bodies' frameworks such as the REF, TEF and KEF); (b) prepare a Divisional Strategic Plan according to a timetable defined by the Faculty in alignment with UCL's planning cycle.

8.2   The Director of Division, consulting other staff as appropriate, should discuss and agree major academic developments with the Dean, and may also consult with the Faculty Manager and relevant Divisions of Professional Services. Specific areas of academic planning for which Divisional Directors have responsibility include:

a.   the accommodation implications, if any, of proposed academic developments and staff recruitment
b.   the REF, TEF and KEF
c.   Taught programme review and development, including quality management and enhancement
d.   Enterprise and Knowledge Transfer activities
e.   Public Engagement and Patient and Public Involvement (PPI)

9   Finance

9.1   The Director has overall responsibility for divisional finances, assisted by their professional support team, working within the parameters set by the Faculty, the Life and Medical Sciences Faculties and UCL. The Director is responsible for ensuring that activities within the Division are supported by sound financial planning and an appropriate business case where relevant. The Director will handle financial matters in accordance with the Financial Regulations and approved procedures of UCL, details of which will be provided by the UCL Chief Financial Officer.

9.2   Enquiries regarding Director of Division responsibilities in respect of finance should be referred to the Faculty and School Finance Team.

10   Procurement

10.1   The Director will be responsible for ensuring that staff in the Division responsible for purchasing follow the UCL procurement regulations.

11   Estates

11.1   The Director of Division will put in place arrangements to determine the capacity of the space and facilities assigned to the Division. The Director, assisted by their professional services team and staff within UCL Estates, will aim to utilize the space efficiently with due regard for health and safety regulations, occupancy and utilisation rates. The Director of Division will ensure there are appropriate procedures in place to quantify the impact of academic developments (including major grant applications) and liaise with relevant stakeholders to establish timely plans. All major developments requiring additional space or modifications of existing space with costs exceeding £25,000 should be registered using the UCL Project Request form found at: https://www.ucl.ac.uk/estates/project-and-requests. Requests will be referred to the SLMS Estates Board in accordance with UCL Estates prioritisation and approval process. Except where specifically agreed otherwise by the Director of UCL Estates (Operations), all work to the fabric and services will be procured through UCL Estates.

12   Quality Management and Enhancement

12.1   In consultation with the Dean, the Director will ensure: that quality management and enhancement processes operate within the Division in accordance with policies and procedures laid down in the [UCL Academic Manual](#), as in the HoDs document; and that staff and, where appropriate, students are informed of such processes.

12.2   Enquiries regarding the responsibilities of Directors of Divisions in respect of quality management and enhancement should be referred to the Director of Academic Services.

13   Research Governance

13.1   The Director will ensure that staff and, where appropriate, students of the Division are apprised of UCL's arrangements for research governance and the associated procedures (see https://www.ucl.ac.uk/governance-compliance/research-governance, https://www.ucl.ac.uk/research/integrity/ and https://www.ucl.ac.uk/research/integrity/research-ethics), the main components of which include:

- UCL's research ethics framework
- UCL's code of conduct for research
- Procedure for investigating and resolving allegations of misconduct in academic research
- Declaration of interest policy (in relation to research)
- UCL animals ethical review process (Animal (Scientific Procedures) Act 1986)
- Policy, principles and procedures for the care and treatment of human remains at UCL.

13.2   The Director of Division is responsible for agreeing all ethical approvals which may be required for research activities carried out by members of the Department/Division.

13.3   Enquiries regarding Director of Division responsibilities in respect of research governance should be referred to the Registrar in the first instance.

14   Business Continuity

14.1   The Director is responsible for the maintenance of business continuity in the Division and for working with UCL's Critical Incident Team in the event of a critical incident or emergency at UCL. This will require being contactable, if necessary, outside working hours and for Professional Services to make available information and system necessary to communicate effectively with staff, students and visitors.

15   Other

15.1   The Director may be asked to carry out such other duties and responsibilities as the Council, the Provost, the Vice-Provost (Faculties) or the Dean of the Faculty may from time to time prescribe.

Regional Pro-Vice-Provosts

Contact: [Mrs Angharad Milenkovic,](#) Vice-President (Advancement)

Policy

3 1. Regional Pro-Vice-Provosts will be appointed by the Vice-Provost (Research, Innovation and Global Engagement) for a term of 3 years. Regional Pro-Vice-Provosts may be re-appointed by the Vice-Provost (Research, Innovation and Global Engagement) for a second term (maximum).

2. The Regional Pro-Vice-Provosts will:

    i. chair the relevant Regional Network meetings (2 hours) once per term, with administrative support provided by the Global Engagement Office;
    ii. join and potentially chair a relevant UCL regional or partnership steering group;
    iii. be a point of contact for, 'Country Ambassadors' within the relevant region;
    iv. host a number of senior visiting international delegations per year, as requested by the Provost or the Vice-Provost (Research, Innovation and Global Engagement);
    v. possibly join one institutional level delegation visit per year to the relevant region, in close consultation with the Vice-Provost (Research, Innovation and Global Engagement) and Global Engagement Office;
    vi. act as an ambassador and advocate for UCL and its Global Engagement Strategy;
    vii. be a conduit for information between actual and potential international partners and the Global Engagement Office, Vice-Provost (Research, Innovation and Global Engagement) and Provost;
    viii. build awareness of and lead the allocation of the annual Global Engagement Fund small-grants scheme within the relevant region.

3. The Regional Pro-Vice-Provosts will work closely with the following at UCL:

    - The Vice-Provost (Research, Innovation and Global Engagement) and the Global Engagement Office;
    - The Pro-Vice-Provost (International)
    - Faculty Vice-Deans (International)

    and are also likely to have contact, from time to time, with:

    - Student and Registry Services;
    - Student Recruitment (Communications and Marketing);
    - The UCL Doctoral School;
    - Office of the Vice-President (Advancement);
    - Office of the Vice-Provost (Research, Innovation and Global Engagement);
    - European Research and Innovation Office.

4.   All UCL staff involved in significant activities and formulations of policies to a particular region are expected to keep the appropriate Regional Pro-Vice-Provosts informed through the relevant Regional Network.

5.   In addition to the general duties described above, the Regional Pro-Vice-Provosts will agree annually with the Vice-Provost (Research, Innovation and Global Engagement) a short list of priorities for the following year.

*The seven Regional Networks are:

- Africa and the Middle East;
- East Asia (China; Hong Kong; Japan; South Korea; Taiwan);
- South East Asia and Australasia (Australia; Cambodia; Indonesia; Laos; Malaysia; New Guinea; New Zealand; Pacific Islands; Singapore; Thailand and Vietnam);
- South Asia (Afghanistan; Bangladesh; Bhutan; India; the Maldives; Myanmar; Nepal; Pakistan and Sri Lanka);
- Europe (51 Independent states including 27 EU member states);
- North America;
- Latin America.

Pro-Vice-Provost of the Doctoral School

Contact: [Professor Geraint Rees](#), Vice-Provost (Research, Innovation and Global Engagement)

Policy

4

The Doctoral School is committed to ensuring that the quality of research training at UCL is at the highest international level and that early career researchers (students and staff) and their supervisors and managers work in a high quality research training environment that develops creative rigorous researchers for academic and non-academic research careers nationally and internationally.

The Doctoral School oversees the development of strategy for early career research training:
For doctoral education at UCL - oversees the standards of doctoral education and the academic and non-academic units providing support to doctoral students - for example through the Code of Practice for Graduate Research Degrees, the Doctoral Skills Development Programme, the Research Student Log, training and support of supervisors.
For early career research staff - oversees the strategy for early career research staff together with the Director of Organisational Development.

The Doctoral School aims to ensure that UCL continues to be at the forefront of doctoral education and training of research staff and provides a suitable environment to enhance the student experience through personal and academic development. Through courses, inter-disciplinary programmes, and scholarships the Doctoral School aims to encourage early career researchers to look beyond the boundaries of their chosen discipline, as well as sharing and broadening knowledge across disciplines through societies and competitions, to develop leadership skills and experience, and to focus their research on impact for the wider benefit of society.

The Pro-Vice-Provost leads the Doctoral School, focusing on the development of institutional strategy, and liaison with external bodies including Research Councils and LERU, evaluation of plans and delivery by other units. In order to ensure a linked approach to early career researchers and research strategy, the Pro-Vice-Provost is expected to work closely with the Vice-Provost (Research, Innovation and Global Engagement). It is UCL's wish that the high quality of doctoral education and training of early career research staff at UCL is maintained and enhanced, and widely promoted both within the UK and internationally, and the Pro-Vice-Provost of the Doctoral School is also expected to work closely with the Vice-Provost (Education and Student Experience). The remit of the Pro-Vice-Provost covers all research degrees at UCL: PhD, MPhil, EngD, Professional Doctorates, MRes and MD(Res).

1.   Reporting and working relationships

1.1   The Pro-Vice-Provost of the Doctoral School is responsible to the Vice-Provost (Research, Innovation and Global Engagement) for the organisation and general conduct of the Doctoral School.

1.2 As ex-officio Chair of the Researcher Training Strategy Committee, the Pro-Vice-Provost of the Doctoral School will work in close consultation with the Vice-Provost (Research, Innovation and Global Engagement), Faculty Deans and Vice-Deans (Research) and Faculty Graduate Tutors to ensure that Faculty plans and delivery of support for early career researchers realise strategic aims and policies.

1.3 As ex-officio Chair of the Research Degrees Committee, the Pro-Vice-Provost of the Doctoral School will work in close consultation with the Vice-Provost (Education and Student Experience) as Chair of Education Committee.

1.4 The Pro-Vice-Provost of the Doctoral School will maintain close working relationships with the officers of the following areas of UCL in particular:

- Faculty Deans and Faculty Graduate Tutors
- Departmental, Divisional and Research Department Heads and Departmental Graduate Tutors
- Student and Registry Services
- Arena Centre for Research-based Education
- Organisational Development
- UCL Careers
- Communications and Marketing (CAM)
- Development Office
- Office of the Vice-Provost (Enterprise)
- Global Engagement Office
- Public Engagement Unit

2. Resource Management and Academic Development

2.1 Reporting to the Vice-Provost (Research, Innovation and Global Engagement), the Pro-Vice-Provost of the Doctoral School will:

  i. develop a vision for the UCL research student experience (building on the ambitions of UCL 2034, Research Strategy and other UCL strategies);

  ii. oversee the development and implementation of a strategy for the development of early career research staff;

  iii. define the most appropriate model for research training which reflects the various and different needs across UCL;

  iv. work with the Deans of Faculties to assist them in developing and implementing the research student and early career research staff component of their Strategic Plans; and provide a forum for evaluation of Faculty and Professional Services Divisions plans and effectiveness in the support of doctoral and post-doctoral

researchers (and assisting in ensuring this is appropriately reflected in REF submissions);

v. keep under review the changing nature of doctoral provision and of market demand, and develop strategies in relation thereto;

vi. support the Vice-Provost (Research, Innovation and Global Engagement) in responsibility for ensuring that coherent bids are submitted to funding agencies to maximize the number of PhD awards won by UCL (by working with School Research Facilitators, Deans, etc.), and oversee effective progress of Doctoral Training Centres and Doctoral Training Partnerships supported by either external or internal funding;

vii. oversee scholarship and bursary provision for incoming and continuing graduates, including Overseas Research Scheme awards and DTA/CTA training accounts and seek to increase all such provision; work with the office of the Vice-Provost (Research, Innovation and Global Engagement) to help coordinate and facilitate the development and management of Research Council, Charity, and European Commission Doctoral Training schemes and other schemes for international students;

viii. work with appropriate UCL Officers to develop and review the UCL Scholarship Strategy;

ix. seek to improve space and facilities available to research students at UCL;

x. define, implement and regularly review the achievement of aims and objectives for the Doctoral School;

xi. be responsible for the annual budget of the Doctoral School: develop, implement and regularly review a financial strategy for the Doctoral School;

xii. represent and seek to strengthen the identity of the Doctoral School both within and outside UCL by (1) contributing to strategic input within UCL; (2) contributing to strategic input to the UK Research Councils and other funding agencies; (3) overseeing the continuing development of the Doctoral School Web presence, and provision of events for early career researchers.

2.2   In consultation with the Vice-Provost (Research, Innovation and Global Engagement) and the UCL officers concerned, the Pro-Vice-Provost of the Doctoral School will:

i. oversee the strategy for and provision of the Doctoral Skills Development Programme. The Organisational Development Unit of HR are responsible to the Pro-Vice-Provost for the operational delivery of the programme for Doctoral Students and will report to the role holder at regular intervals via the Doctoral Training Board (of whom the Pro-Vice-Provost is the ex officio Chair); the Pro-Vice-

Provost of the Doctoral School will also oversee the strategy for the development of postdoctoral staff;

ii. oversee the convening of the Bloomsbury Postgraduate Skills Network and OD operational delivery of the coordinated shared skills provision across the network, and web presence including a web-based registration system for this network;

iii. represent UCL at relevant national and international workshops, seminars and conferences relevant to doctoral education and provision (e.g. League of European Research Universities, European Universities Association, Vitae, UK Council for Graduate Education, etc.);

iv. provide leadership and maintain oversight on standards of doctoral supervision and examining, in liaison with the Arena Centre for Research-based Education, and developing UCL's supervisor community;

v. liaise with the Vice-Provost (Research, Innovation and Global Engagement) in relation to international doctoral exchange.

3. Administration

Committee membership

3.1 The Pro-Vice-Provost of the Doctoral School will be:

- ex officio a member of the Academic Committee;
- ex officio Chair of the Researcher Training Strategy Committee;
- ex officio Chair of the Research Degrees Committee;
- an Appointed member of the Academic Board;
- ex officio a member of such other standing committees reporting to the Academic Committee or sub-groups thereof as may be agreed in consultation with those standing committees or sub-groups;
- ex officio a member of any other UCL standing committee as may be agreed in consultation with those standing committees;
- chair UCL Research Student Grievance Panels.

Student and Registry Services

3.2 The Pro-Vice-Provost of the Doctoral School will authorise the Suspension of Research Degree Regulations and advise the Registrar and other officers of Student and Registry Services on the Regulations and Procedures for Research Students, student records, recruitment and admission of research students, students carrying out research at external institutions and the administration of scholarship funds for research students.

Promoting good practice in, and support for, the research student experience

3.3   The Pro-Vice-Provost of the Doctoral School will:

    i.   oversee the development by ISD of the Research Student Log;

    ii.   oversee the development and regular review of the Doctoral School Code of Practice for Graduate Research Degrees and the Research Staff Code of Practice;

    iii.   oversee the development and regular review of the Doctoral School Handbook;

    iv.   oversee the development and regular review by Student and Registry Services of the UCL induction programme for new doctoral students;

    v.   support the activities of the Students' Union Postgraduate Association;

    vi.   oversee the implementation of biennial on-line surveys of research and publish the feedback received on the Doctoral School's web site;

    vii.   ensure close liaison with UCL Careers specifically in relation to doctoral students;

    viii.   encourage and oversee the funding of graduate student academic societies.

Dean of Students (Academic)

Contact: Sarah Cowls TBC, Registrar (and Secretary to Council), Student and Registry Services.

5 Policy

Subject to any particular direction which may from time to time be given by the Provost and the Vice-Provost (Education and Student Experience), the duties and responsibilities of the Dean of Students (Academic) will include the following:

i. Have overall responsibility for all academic aspects of UCL's student recruitment, admissions and selection activities and processes, in liaison with, on the operational aspects of this area of responsibility: the Director of Communications (or his/her nominee within Communications and Marketing), in respect of international student recruitment matters; the Registrar (or his/her nominee within Student and Registry Services), in respect of UK student recruitment, and all student admissions and selection activities and processes;

ii. Provide academic leadership for UCL's widening participation activities;

iii. Be responsible for quality assurance in recruitment, admissions and selection, including the following areas: communications/publications (in conjunction with the Director of Communications), qualifications, equal opportunities, service standards, activity and other output evaluations;

iv. Be responsible, in liaison with the Registrar (or his/her nominee within Student and Registry Services), for general and particular matters relating to students' academic affairs and progress, including decisions on student referral applications for graduate and undergraduate students;

v. Be responsible, in liaison with appropriate officers of UCL Student and Registry Services, for the academic welfare of students;

vi. Work with the Vice-Provost (Education and Student Experience), the Registrar, and other relevant colleagues on enhancing the UCL student experience;

vii. Be responsible for the handling of complaints from students on academic grounds in liaison with Faculty Tutors and other appropriate officers;

viii. Give direction and general co-ordination to the work of the Faculty Tutors;

ix. Have overall responsibility for the effective functioning of the Personal Tutor Scheme;

x.   Be responsible, in conjunction with the Registrar, for investigating all cases of examination or other irregularities on the part of students (including cases of criminal conviction or falsification of qualifications), in accordance with the relevant UCL regulations;

xi.   Oversee, in liaison with the Faculty Tutors and the Registrar, such matters as qualifications, registration procedures, examination arrangements, fee payments, grants and scholarships;

xii.   Liaise on a regular basis with UCL's UCAS correspondent (the Registrar or his/her nominee);

xiii.   Chair the Education Committee

xiv.   Chair the Student and Registry Services Admission Requirements Panel.

xv.   Serve as a member of the following committees (as an *ex-officio* member unless otherwise indicated):

- Academic Board (Appointed Member)
- Academic Committee
- Education Committee
- Research Degrees Committees

Faculty Tutors

Contact: [Professor Kathleen Armour](#), Vice-Provost Education and Student Experience
Policy

Foreword

Under Statute 8(6), a Tutor to the Students of each Faculty is appointed by the Provost and the Provost prescribes the duties of Faculty Tutors. The Dean of the Faculty is responsible, by authority delegated by the Provost, for the line management of the Faculty Tutor.

Roles and Responsibilities

The Faculty Tutor, in collaboration with the Dean, has overall responsibility for ensuring both that appropriate action is taken in relation to students and to learning and teaching matters, in line with UCL policy, and that appropriate contributions are made to strategy and policy development.

1. The role of the Faculty Tutor includes the following:

    i.   exercise the general academic and pastoral oversight of all students (undergraduate, graduate taught and graduate research students) in the Faculty;

    ii.   together with the Dean, provide leadership on the implementation of Faculty Learning and Teaching Strategies and the development and management of new programmes, ensuring also that programmes and modules are reviewed and withdrawn as they become redundant;

    iii.   contribute to the setting of Faculty quotas and targets, manage the admissions process and procedures so as to ensure that the Faculty meets its quotas and targets and conforms with UCL policies, coordinating the work of the support staff administering the procedure and liaising with the Dean, Faculty Graduate Tutor, Dean of Students (Academic), the Registrar and the UCL Admissions Office, as appropriate;

    iv.   manage and monitor the Personal Tutor Scheme, ensuring the delivery of the key skills agenda and careers advice and providing advice and direction to students experiencing difficulties (academic, financial, medical or personal);

    v.   as a member of the Faculty Management Team, contribute to the strategic management of the Faculty (in accordance with Statute 8);

    vi.   contribute a Faculty view in discussions relating to a range of student matters including registration, fees, examinations and other academic matters working closely with the Registrar and officers of the Registry;

vii.   represent UCL in student recruitment activities and events (Open Days, Schools Conferences, Schools Visits and other Widening Participation and international student recruitment initiatives etc.) organised by Outreach and Admissions and ensure appropriate representation at such events;

viii.   ensure that each student's registration, academic progress and examination entry details satisfy the relevant degree or diploma or certificate regulations;

ix.   advise students who are academically insufficient or who have failed major examinations as to their possible future actions, and, under authority delegated from the Provost (in accordance with Statute 11), suspend or exclude them from further registration at UCL, in conjunction with the Dean of Students and Faculty Graduate Tutor, as appropriate;

x.   handle complaints and grievances in liaison with the Dean of Students (Academic);

xi.   monitor and co-ordinate all aspects of student progress, liaising with Faculty Officers, tutors and teaching staff on issues concerning the general pastoral and academic welfare of students in the Faculty;

xii.   ensure that relevant Faculty staff are aware of and comply with UCL policy and current legislation and liaise as necessary with UCL Officers on such issues and their implementation;

xiii.   co-ordinate the activities of the Faculty Graduate Tutor in the exercise of their duties;

xiv.   take responsibility with the Dean for the operation of all aspects of the Quality Management and Enhancement measures and procedures within the Faculty's remit including the monitoring of Examination Boards;

xv.   chair a number of Faculty and UCL committees (such as the Faculty Education Committee(s), UCL Grievance Panels, Academic Misconduct Panels, and Internal Quality Review Teams) or give oral reports at them on a regular basis;

xvi.   represent the Faculty as an *ex officio* member at a range of UCL committees and sub-committees, and serve on other UCL committees, sub-committees, working groups and panels when asked to do so;

xvii.   keep up to date with all issues surrounding the student experience generally and be conversant with all current UCL policies and procedures relating to the recruitment, admission and academic progress and pastoral well-being of the student body and develop/implement new procedures and protocols in collaboration with the Dean, Dean of Students (Academic) and Vice-Provost (Education and Student Experience). Ensure that policies and procedures are effectively disseminated across, and followed within the Faculty;

xviii. contribute to the teaching effort within the Faculty and ensure appropriate training of admissions staff in liaison with the Organisational and Staff Development Team and UCL Arena as appropriate;

xix. draft, edit and audit content for the undergraduate and graduate prospectuses, the UCAS Handbook, documents for Schools Conferences, other publications and website material in conjunction with the Faculty Graduate Tutor, working with the Educational Liaison Team which has responsibility for publishing.

2. Additionally, with regard to UCL's undergraduate provision the Faculty Tutor's roles and responsibilities are as follows:

i. under powers delegated from the Provost on the authority of Statute 11, make on behalf of the Registrar offers of admission to undergraduate degree courses within the Faculty, and authorise the making of offers of admission of applicants from non-traditional backgrounds;

ii. co-ordinate the activities of Admissions Staff, Admissions Tutors and Departmental/Degree Programme Tutors on all issues concerning the admission, induction and progress of undergraduate students in the Faculty;

iii. communicate on behalf of the Faculty and UCL with Local Authorities, professional, regulatory and statutory bodies, other funding bodies, other universities, commercial organisations and the media etc. on all issues concerning the registration and progress of undergraduate students within the Faculty;

iv. attend, or nominate a representative to attend, the Final Boards of Examiners Meetings for undergraduate degree and taught Masters degree programmes.

3. Graduate Matters:

Where the Faculty has a separate Faculty Graduate Tutor s/he will have responsibility for graduate research students and the Dean is his/her line manager. The Faculty Tutor will, however, have overall responsibility for the general academic and pastoral oversight of all students in the Faculty and will advise the Dean in matters relating to Quality Management and Enhancement. The Faculty Tutor is thus expected to communicate regularly with, and coordinate the activities of, the Faculty Graduate Tutor on all issues affecting taught graduate students and pastoral matters relating to research students. They must agree the allocation of specific duties (in consultation with the Dean), and ensure that the above roles and responsibilities are effectively discharged. Faculty Graduate Tutors have responsibility for regular liaison with Graduate and Admissions Tutors, and for keeping them informed of issues relating to graduate research students.

Departmental Tutors

Contact:, [Professor Kathleen Armour](#), Vice-Provost Education and Student Experience

7 The Departmental Tutor is appointed by the Head of Department* and is one of the most important positions in a department. In undergraduate matters, the Departmental Tutor is the key post holder and the importance of the position should be recognised in the Department, the Faculty, and in UCL generally.

The Departmental Tutor has oversight of the activities described in this document but many of the duties will be carried out by other members of staff. Practice in departments varies but in most cases the Head of Department appoints (i) the Admissions Tutors, (ii) the Chair of the Board of Examiners, (iii) the Chair of the Teaching Committee**, and (iv) the Careers Liaison Officer who are responsible for (i) admissions, (ii) examinations and assessment, (iii) teaching and learning and quality assurance, and (iv) careers guidance. The Head of Department may delegate further areas to other members of staff, but the Departmental Tutor retains an oversight of all activities.

Admissions

1.   Most Departments have an Undergraduate Admissions Tutor and a Postgraduate Admissions Tutor to carry out the duties associated with Admissions.

2.   The Departmental Tutor has oversight of admissions policy in the department and liaises with the Admissions Tutor who will be responsible for:

- procedure and co-ordination of admissions within the Department;

- acting as the channel of communication with the Faculty Tutor and with the Director of Access and Admissions (Student and Registry Services).

3.   However, the admission of students is a power delegated by the Provost to the Faculty Tutor in the case of undergraduate students and to the Registrar in the case of postgraduate students. The Departmental Tutor merely recommends to the Faculty Tutor, or to the Registrar, that a particular applicant should be offered a place and upon what conditions.

Academic Administration

4.   The Departmental Tutor will be responsible for:

i.   collating information on attendance and submitting reports to the Faculty Tutor and to the Student Records Manager (Student and Registry Services), and

ii.   on the academic progress of students, submitting reports to the Faculty Tutor;

iii. confirming module availability and maintaining programme diets with appropriate core, elective and optional modules, liaising with tutors in other departments when necessary;

iv. ensuring that students follow a coherent degree programme giving advice on choice of modules;

v. arranging academic tutorials in the Department.

5. All communications to grant-awarding bodies regarding individual students should be by Faculty Tutors NOT Departmental Tutors, although Faculty Tutors may request information from Departmental Tutors to assist in this task.

6. Many Departments have a Departmental Graduate Tutor who carries out these duties for postgraduate students consulting with the Faculty Graduate Tutor as required.

Examinations and Assessment

7. All Boards of Examiners have a Chair appointed through Student and Registry Services and approved by the Chair of Education Committee nominee. Most Boards of Examiners also have an Examinations Liaison Officer (ELO) appointed through Student and Registry Services.

8. The Departmental Tutor has oversight of Examinations and Assessment in the Department but the Chair of the Departmental Board of Examiners and the ELO will be responsible for

i. co-ordinating examination arrangements in the Department including Referred examinations, Deferred examinations and Late Assessments;

ii. the details of the examination process and liaison with the Director of Education Services (Student and Registry Services) and the Examinations Manager (Student and Registry Services) as required.

9. The Departmental Tutor will be responsible for:

i. providing the Faculty Tutor with recommendations on student progression;

ii. advising students, in consultation with the Faculty Tutor, on their eligibility for Part Time Revision, Late Assessment, and for Deferred, Referred, and Resit examinations.

Teaching and Learning and Quality Assurance

10. The Departmental Tutor is an *ex officio* member of the Departmental Teaching Committee.

11. The Departmental Tutor has oversight of all teaching and learning and quality assurance in the Department but the duties associated with these activities are usually carried out by another member of staff designated as the Chair of the Departmental Teaching Committee, or the Director of Studies, or Programme Director depending on departmental practice and nomenclature.

12. The Chair of the Departmental Teaching Committee, or equivalent post holder, will be responsible for:

   i. developing a Learning and Teaching Strategy and for implementing it across the Department;

   ii. developing appropriate quality assurance mechanisms, including those required for programme approval and modification of existing programmes;

   iii. the withdrawal of programmes when they no longer attract an enrolment of 10 or more students;

   iv. developing new modules and maintaining existing modules;

   v. withdrawing modules when they are no longer attract an enrolment of 10 or more students or are no longer required by the programmes;

   vi. as part of the departmental education team, monitor the progress of the Department Education Plans (DEP) and where appropriate, advise the Head of Department of the need to review the scope, the resourcing or the timeline associated with that activity.

   vii. coordinating the periodic Internal Quality Review (IQR) including preparation of the Departmental Statement and other documentation required for IQR.

Pastoral

13. The Departmental Tutor is an *ex officio* member of the Departmental Student Partnership Committee and of the Departmental Extenuating Circumstances Committee.

14. The Departmental Tutor will be responsible for the welfare of students and in particular:

   i. the induction of new students into the Department and the implementation of the Transition Programme;

   ii. the Departmental Personal Tutoring Scheme:

      a. assigning Personal Tutors to all undergraduate and postgraduate taught students,
      b. ensuring meetings take place between tutors and tutees, and
      c. providing summaries for the Faculty Tutor of Personal Tutoring activity in the Department;

iii.   the implementation in the Department of the UCL Key Skills System;

iv.   providing advice to students on a wide range of academic and personal issues, identified for example through the Personal Tutoring Scheme, and making Faculty Tutors aware of difficult cases;

v.   recording departmental HEAR data;

vi.   ensuring that references are provided for students.

15.   The Departmental Tutor has oversight of careers activity in the Department but the Departmental Careers Liaison Office is responsible for careers guidance to students, working with the UCL Careers Service, and lead discussion within the Department of student destination data.

16.   Departmental Tutors should ensure they are available on a regular basis to see students.

17.   The Departmental Tutor must maintain a complete set of records of illness and similar matters which might affect a student's academic performance and prepare a summary on such Extenuating Circumstances for use by the Chair of the Board of Examiners at meetings of the Departmental Extenuating Circumstances Committee.

18.   The Departmental Tutor

i.   should be the first point of contact for students with a complaint or grievance;

ii.   should provide advice to the students and attempt to resolve the dispute informally;

iii.   refer the students to the Registrar in those cases that cannot be resolved informally.

19.   The Departmental Tutor will be responsible for the social disciple of students in the Department and, in consultation with the Chair of the Departmental Board of Examiners, for academic disciple.

Communication

20.   The Departmental Tutor will be responsible for:

i.   regular communication on issues relating to Faculty and UCL regulations and practice:

a. with academic and administrative colleagues in the Faculty and UCL, and
b. with academic and administrative colleagues in the Department;

ii.   maintaining departmental communications within the interdisciplinary programmes to which the Department contributes;

<blockquote>

iii.   the active promotion of UCL's Outreach initiatives to enhance the diversity of the student body within the Department, in consultation with the Director of Admissions (Student and Registry Services).

</blockquote>

21.   The Departmental Tutor has oversight of published material on admissions, but the Admissions Tutor will be responsible for:

<blockquote>

i.   maintaining publicity material with respect to courses taught at first degree level under the general direction of the Faculty Tutor;

ii.   the annual updating of the Departmental entry for the UCL prospectus as required by the UCL Communications and Marketing Office.

</blockquote>

*In this document "Division" should be substituted for "Department" for faculties where the basic organisational unit is designated a Division rather than a Department.

**Although the terms of reference for Departmental Teaching Committees are set out in Part 13 of the Academic Manual, the nomenclature used to describe the chair of the Committee is particularly varied and include Director of Studies and Programme Director.

Faculty Graduate Tutors

Contact: [Professor David Bogle](#), Pro-Vice-Provost, Doctoral School

Policy

8 Foreword

Each faculty shall have a Faculty Graduate Tutor (FGT) appointed by the Dean, after consultation with the Pro-Vice-Provost of the Doctoral School. The Dean, by authority delegated by the Provost, is also the Faculty Graduate Tutor's line manager. The Faculty Graduate Tutor shall:

- be an experienced member of the academic staff of UCL;
- have satisfactorily completed any probationary period attached to his/her appointment;
- normally have previously undertaken the role of Departmental Graduate Tutor or equivalent role that demonstrates a thorough understanding of research student issues;
- have had significant previous experience of doctoral supervision as Principal Supervisor (defined as having taken a student all the way through to award).

Honorary members of staff are not permitted to hold the role of FGT. In instances where a member of staff retires during their time as FGT, the Dean and Pro-Vice-Provost of the Doctoral School will arrange for the role to pass to a suitably qualified colleague.

The Faculty Tutor has the overall responsibility for the general academic and pastoral oversight of students in the faculty and assists the Dean in all matters relating to Quality Management and Enhancement. The Faculty Graduate Tutor is expected to communicate regularly and liaise with the Faculty Tutor on all issues affecting graduate students. The Faculty Graduate Tutor has particular responsibility for graduate students, their programmes of study and supervision, funding arrangements for all graduate students, reporting on faculty graduate matters to the Doctoral School and representing the faculty on Research Degrees Committee (RDC). Regular liaison with Departmental/Divisional Graduate Tutors and Admissions Tutors and keeping them informed of Doctoral School and RDC issues, and issues relating to the taught graduate community is also a key function of the Faculty Graduate Tutor.

Roles and Responsibilities

1. To exercise the general academic and pastoral oversight of all graduate students in the faculty in liaison with the Doctoral School, the Vice-Provost (Education and Student Experience), and Student and Registry Services as appropriate.

2. To agree all Departmental/Divisional Graduate Tutor appointments with the Head of Department or Division as appropriate.

3. To meet all new Departmental/Divisional Graduate Tutors individually and discuss roles and responsibilities.

4. To be conversant with UCL policies and procedures relating to the recruitment, admission and academic progress and pastoral well-being of the graduate student body.

5. To act as the key contact between the faculty and the Pro-Vice-Provost of the Doctoral School.

6. To liaise with the Dean (and Vice-Deans Research and Education as appropriate) in coordinating the faculty's response to the annual Doctoral Planning Process. To meet with the Pro-Vice-Provost of the Doctoral School to discuss the submission and the Doctoral School's formal response, and to coordinate enhancements within the faculty in light of this response.

7. To communicate with the Faculty Tutor regarding issues affecting graduate students, and to be informed by the Faculty Tutor of such matters that may arise in key UCL committees.

8. To liaise with the Dean, Faculty Tutor, Doctoral School, the Vice-Provost (Education and Student Experience), the Registrar and the UCL Access and Admissions Office, as appropriate, in the operation of UCL and faculty admissions policies and to monitor the graduate admissions procedure so as to meet faculty quotas and targets and to conform with UCL policies, with particular reference to statistical patterns.

9. To ensure that the Disability, Mental Health and Wellbeing team in Student Support and Wellbeing (SSW) is consulted on all issues relating to the admission and progress of graduate students with disabilities, and ensure that faculty and departmental staff are aware of and comply with current legislation in this area.

10. To liaise with and advise Student Recruitment Marketing in the Department of Communications and Marketing as to appropriate entries in the graduate prospectuses, departmental handbooks and other publications, so as to ensure, in conjunction with the Faculty Tutor and the Student Recruitment Marketing, consistent wording in common publicity across departments in the faculty.

11. To participate in graduate student recruitment activities and events (Open Days, Fairs, Institutional Visits, etc.) organised by Student Recruitment Marketing, as required, and to ensure appropriate departmental representation at such events.

12. To assist in the promotion and monitoring of Quality Management and Enhancement for graduate students across the faculty.

13. To assist in the implementation of the Code of Practice for Graduate Research Degrees and to report to the faculty and the Doctoral School accordingly.

14. To advise graduate students who are experiencing any difficulties (personal, financial, medical or academic) affecting their studies.

15. To liaise with the Vice-Provost (Education and Student Experience) or his/her deputies on issues concerning the academic welfare of students following graduate taught degree programmes within the faculty.

16. To approve, on behalf of the Faculty Research Degrees Committee, applications from individual staff members to act as Supervisors, ensuring that all Supervisors undertake UCL's mandatory Supervisor training; ensuring that the faculty maintains and updates the central list of approved Supervisors via UCL's EROS system.

17. To consider and approve, on behalf of the Faculty Research Degrees Committee, Nominations of Examiners for all UCL research degree candidates registered in the faculty, in accordance with UCL regulations and procedures, liaising with Departmental Graduate Tutors and Student and Registry Services as necessary, and reporting as appropriate to RDC.

18. To consider and approve departmental Research Student Additional Fee Element Requests above £10,000.

19. In conjunction with the Dean and the Faculty Research Degrees Committee and/or Faculty Graduate Board of Examiners, to monitor:

    i. compliance with the Code of Practice for Graduate Research Degrees;
    ii. numbers of registered graduate students in the faculty;
    iii. research student progress, including use of the Research Student Log;
    iv. the professional development of research students through the Doctoral Skills Development Programme;
    v. upgrade rates from MPhil to PhD;
    vi. research degree submission rates for the faculty;
    vii. External Examiners' reports on PhD and Professional Doctorate students and
    viii. to notify the faculty, the Doctoral School and the Registry, as appropriate, of any action required.

20. To liaise regularly with Departmental/Divisional Graduate Tutors and Admissions Tutors and to keep them informed of Doctoral School and Research Degrees Committee issues, and issues relating to the taught graduate community.

21. To serve as an ex officio Chair of the Faculty Research Degrees Committee, and an ex officio member of Faculty Graduate Board of Examiners (chairing when not chaired by the Dean or Vice-Dean of the faculty).

22. To serve as an ex officio member of RDC and, as necessary, Student Complaints Panels.

23. To attend, or to nominate a representative to attend, the final Boards of Examiners meetings for taught graduate programmes (see regulations for Boards of Examiners for taught programmes, UCL Academic Manual, Chapter 4, Section 11: Boards of Examiners).

24. To advise students who are academically insufficient or who have failed major examinations as to their future action, and in accordance with UCL's Academic Manual, suspend or exclude them from further registration at UCL, as appropriate.

25. To advise graduate students, as appropriate, on the procedures for student complaints as laid down in UCL's Academic Manual.

Departmental/Divisional Graduate Tutors

Contact: [Professor David Bogle](#), Pro-Vice-Provost, Doctoral School

Policy

9 Foreword

Each department/division shall have a Departmental/Divisional Graduate Tutor, as appropriate, appointed by the Head of Department/Division with the agreement of the Faculty Graduate Tutor. The Departmental/Divisional Graduate Tutor shall:

- be an experienced member of the academic staff of UCL;
- have satisfactorily completed any probationary period attached to his/her appointment;
- have had previous experience of doctoral supervision as Principal Supervisor (defined as having taken a student all the way through to award);

Honorary members of staff are not permitted to hold the role of DGT. In instances where a member of staff retires during their time as DGT, the Head of Department and FGT will arrange for the role to pass to a suitably qualified colleague.

The Departmental/Divisional Graduate Tutor will report to the Head of Department/Division and liaise closely with the Faculty Graduate Tutor concerning graduate matters.

The role and responsibilities of the Departmental/Divisional Graduate Tutor shall be undertaken in consultation with the Head of Department and may be undertaken by a single individual or shared, with one individual taking responsibility for research students and another one (or two) for taught degree students.

The role and responsibilities described herein shall be discharged by the Departmental/Divisional Graduate Tutor, except where certain areas have been delegated by the Head of Department to another member of staff (e.g. an Admissions or Examinations Tutor).

Roles and Responsibilities

1.   To exercise general academic and pastoral oversight of graduate students in the department/division.

2.   To be conversant with UCL policies, Codes of Practice and procedures.

3.   To oversee admission, induction, supervision, progression and examination of graduate students in the Department/Division and generally ensure that the Code of Practice for Graduate Research Degrees is implemented and its use monitored.

4. To advise graduate students who are experiencing any difficulties (personal, financial, medical or academic) affecting their studies.

5. To assist as appropriate, in the promotion and monitoring of quality assurance for graduate students in the department/division.

6. To liaise with the Disability, Mental Health and Wellbeing team in Student Support and Wellbeing (SSW) on all issues relating to the admission and progress of graduate students with disabilities, and ensure that Departmental/Divisional staff are aware of and comply with current legislation in this area.

7. To communicate with the Faculty Graduate Tutor regarding issues affecting graduate students, and be informed by the Faculty Graduate Tutor and the Faculty Tutor of such matters that may arise in key UCL and faculty committees.

8. To serve on the Faculty Research Degrees Committee and where appropriate, chair the Departmental/Divisional Graduate Committee.

9. To serve as a source of information for both students and staff about graduate regulations and resources for both students and staff.

10. To liaise regularly with Departmental/Divisional staff to keep them informed of Doctoral School and Research Degrees Committee issues; and issues relating to UCL's taught graduate community.

11. To ensure that part-time graduate students, and those working in more than one department, and students primarily working in another institution or organisation are integrated into each department/division and that they receive adequate supervision and monitoring.

12. To promote and manage the professional development of research students through the Doctoral Skills Development Programme; manage the Departmental/Divisional training portfolio and return Departmental/Divisional Skills Registers to the Doctoral Skills Development Programme Manager.

13. To promote timely submission and completion by research students.

14. To monitor research student progress, ensuring use of the Research Student Log by all research students; approve upgrade from MPhil to PhD; oversee graduate examination arrangements; liaise with Student and Registry Services as appropriate.

15. To monitor:

    i.   compliance with the Code of Practice for Graduate Research Degrees;
    ii. numbers of registered graduate students in the department;
    iii. research student progress, including use of the Research Student Log;

iv.   the professional development of research students through the Doctoral Skills Development Programme and faculty/departmental provision;

v.   upgrade rates from MPhil to PhD;

vi.   research degree submission rates for the department;

vii.   External Examiners' reports for graduate taught programmes;

viii.   External Examiners' reports on PhD and Professional Doctorate students;

ix.   and notify the Faculty Graduate Tutor, the Doctoral School and Student and Registry Services, as appropriate, of any action required.

16.   To carry out administrative tasks in relation to graduate admissions and induction (except where this responsibility has been delegated to another), including the production of appropriate graduate recruitment literature.

17.   To recommend Research Degree Examiners for approval by the Faculty Graduate Tutor on behalf of the Faculty Research Degrees Committee.

18.   To oversee the management of UCL graduate scholarship applications.

19.   To consider and approve Research Student Additional Fee Element Requests below £10,000.

Deputy Departmental Graduate Tutor for Research Students

Contact: [Professor David Bogle](#), Pro-Vice-Provost, Doctoral School

10 Policy

Foreword

Many departments have Deputy Departmental Graduate Tutors. This role may vary across the university in terms of the number of tasks undertaken on behalf of the lead Departmental Graduate Tutor in the department. The Departmental Graduate Tutor should work with the Head of Department in formulating a **specific description of the criteria needed to be met by Deputy Departmental Graduate Tutors** in that department. This should be accompanied by a list of responsibilities that the Deputy Departmental Graduate Tutor undertakes on behalf of the Departmental Graduate Tutor. This list will include the core responsibilities and some additional ones, selected from those described below.

Criteria for the Deputy Departmental Graduate Tutor role

All Deputy Departmental Graduate Tutors should:

- be a member of UCL staff with experience working with post-graduate students (taught or research (PGR)) as a minimum, and ideally having supervised a doctoral student to completion on time;
- have excellent interpersonal skills;
- have a sympathetic, approachable manner and the ability to deal with sensitive and confidential matters with discretion;
- ideally be a senior member of staff;
- have satisfactorily completed any probationary period attached to their appointment;
- not be honorary members of staff;
- have a contract that extends at least two years from the date of appointment.

Appointments

Deputy Departmental Graduate Tutors are appointed by the Faculty Graduate Tutor in consultation with the Head of the Department / Division / Institute.

The selection process of Deputy Departmental Graduate Tutors is conducted at the discretion of the Head of the Department / Division / Institute and the Departmental Graduate Tutor.

In instances where a member of staff retires during their time as Deputy Departmental Graduate Tutor, the Head of the Research Department / Division / Institute and the Departmental Graduate Tutor will arrange for the role to pass to a suitably qualified colleague, with approval from the Faculty Graduate Tutor.

Reporting

The Deputy Departmental Graduate Tutor will report to the Departmental Graduate Tutor concerning graduate matters.

Roles and Responsibilities

Core

1. To assist with general academic and pastoral oversight of assigned PGR students in the Research Department / Division / Institute.

2. To be conversant with UCL policies, Codes of Practice and procedures.

3. To communicate with, and escalate to, the Departmental Graduate Tutor regarding issues affecting PGR students. To be informed by the Departmental Graduate Tutor of relevant matters that may arise in key UCL and faculty committees.

Additional

4. To assist with admission, induction, supervision, progression and examination of PGR students in the Research Department / Division / Institute and generally ensure that the Code of Practice for Graduate Research Degrees is implemented and its use monitored.

5. To assist with the dissemination of advice to PGR students who are experiencing any difficulties (personal, financial, medical or academic) affecting their studies.

6. To assist, as appropriate, with the promotion and monitoring of quality assurance for graduate students in the Research Department / Division / Institute.

7. To discuss issues relating to the admission and progress of assigned PGR students with disabilities or wellbeing concerns with the Departmental Graduate Tutor. In instances where there are emergencies with specific PGR students, to contact the Disability, Mental Health and Wellbeing team in Student Support and Wellbeing (SSW) in parallel with reporting the issue to the Departmental Graduate Tutor.

8. To serve on any Departmental Research Degrees Committee, or Departmental Education Committee, as appropriate. To serve on any Departmental Staff PGR Student Consultative Committee.

9. To serve as a source of information for both PGR students and staff about graduate regulations and resources for both PGR students and staff.

10. To disseminate information from the Departmental Graduate Tutor to the Department / Division / Institute staff regarding Doctoral School and Research Degrees Committee issues.

11. To ensure that part-time PGR students, and those working in more than one department, and PGR students primarily working in another institution or organisation are integrated

into each department/division and that they receive adequate supervision and monitoring.

12. To promote the professional development of PGR students through the Doctoral Skills Development Programme; to have oversight of local provision of training programmes, including Researcher Development Programmes where relevant.

13. To approve Thesis Committee members for new PGR students, as appropriate.

14. To monitor research PGR student progress, ensuring use of the Research Student Log by all PGR students.

15. To promote timely submission and completion by PGR students.

16. To liaise with the PGR administrator and departmental administrative contacts in relation to PGR students, where appropriate.

17. To perform any other relevant duties, at the request of the Departmental Graduate Tutor.

Undergraduate Admissions Tutors/Selectors

Contact: [Professor Kathleen Armour](#), Vice-Provost Education and Student Experience

Policy
11

1. To be responsible for and to coordinate the process of undergraduate admissions to the Department/degree programme.

2. To make final decisions on applicants to recommend to the relevant Faculty Tutor for admission to UCL.

3. To liaise with other Departments if an applicant is applying for a combined-studies degree or has submitted an application to more than one Department.

4. To recommend to the Faculty the nature of any offer to be made (i.e. degree programme, year of entry, grades/qualifications to be achieved) in accordance with departmental requirements as stated in the UG Prospectus.

5. To liaise with the relevant Faculty Admissions Officer and Faculty Tutor on all aspects of undergraduate admissions.

6. To have an awareness of:

   a. Widening Participation issues;
   b. Equal Opportunities;
   c. Disabilities;
   d. Current UCL policies (on Admissions, Quotas and Targets, Student Accommodation, Fee Status, Admission of Young Applicants etc.);
   e. Government policy on university admissions;
   f. Data Protection Act.

7. To be conversant with current UCAS procedures.

8. To be conversant with all mainstream UK, European and North American school-leaving qualifications (e.g. Curriculum 2000, Scottish and Irish Highers, Access, IB, EB, Abitur, AP, etc.).

9. To be familiar with any changes made to the systems of examination in the above qualifications.

10. To ensure that their Department keeps appropriate records for each applicant on UCLSelect (including interview notes, etc.) and of the decisions made.

11. To arrange Open Days for all relevant applicants.

12. To ensure that all who run Open Days on their behalf are appropriately briefed/trained.

13. To ensure that admissions issues are regularly discussed within their Department.

14. To liaise with their Head of Department and Departmental Tutor, as appropriate, regarding issues such as the financial situation of the department, admissions targets/quotas, etc.

15. To attend any UCL or Faculty meetings or training courses arranged for Admissions Tutors.

16. To arrange appropriate activities for applicants invited for Open Days wherever possible (e.g. meeting current students, tour of UCL, etc.).

17. To ensure that all applications are promptly processed and that decisions are made within the relevant deadlines.

18. To arrange for appropriately trained office staff to answer telephone and written enquiries.

19. a) When applicants' examination results become available, to make confirmation decisions promptly. In the case of applicants who have taken A/AS levels, to make confirmation decisions on those who have satisfied offer requirements within two days of the receipt of the results by UCL (i.e. by the Tuesday following the receipt of the results the preceding Sunday). Confirmation decisions on borderline candidates should be made in accordance with UCL's agreed approach on such candidates (determined each year after the release of the A/AS level results) and by the specified UCAS deadlines.

    b) Throughout the year to arrange for appropriate staff to cover for them and during confirmation to ensure there is cover from 9.00 am to 5.00 pm (including lunch times) to handle telephone enquiries, during the first two days after the publication of the A-level results to students. After that period, reasonable cover should be provided until the start of the academic year.

20. To be aware of, and implement where appropriate, UCL's Guidelines on Good Practice for admissions, interviews and Open Days (see Academic Manual Chapter 1: Student Admission Framework).

Personal Tutors

Contact:, [Professor Kathleen Armour](#), Vice-Provost Education and Student Experience

Guidance/Policy

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Personal tutoring is a core academic responsibility at UCL. It is very important that every taught student is assigned a Personal Tutor, who is able to provide regular and personal support and guidance. The UCL Arena Centre is available to provide support to personal tutors through professional development and resources.

Please see the [Guidance and resources for Personal Tutors](#) webpage for more information.

Programme Leader

Contact:, To be Confirmed, Director of Education Services

UCL Responsibilities of a Programme Leader

13. A Programme Leader will be responsible, in conjunction with other Programme Leaders where appropriate, for the organisation and management of a named programme and for the academic experience of the students on the programme. A Programme Leader must be a fully appointed current member of UCL staff in which teaching responsibilities are clearly articulated. Programme Leaders will be expected to be members of the Departmental Teaching Committee and/or any relevant sub-committees and to play an active part in the development of the Department's portfolio of programmes and the enhancement of the student academic experience.

Specifically, in relation to their named programme, a Programme Leader will be responsible for:

Education leadership

i. ensuring that the programme is academically coherent and that it remains informed by research developments and other initiatives including QAA Subject Benchmark Statements;

ii. providing leadership to for the team of staff who contribute modules and teaching for the core and optional elements of the programme;

iii. ensuring that the programme is responsive to market need and that appropriate actions are taken in response to all stakeholders;

iv. ensuring that the modules which form core and optional elements of the programme are coherent and appropriate for achievement of the programme learning outcomes;

v. keeping up to date with learning and teaching developments and being alert to best practice (through UCL Arena, subject associations, conferences, professional events and journals).

vi. ensuring that the programme reflects the dimensions of the Connected Curriculum and research based education can be evidenced across the programme;

vii. undertaking review of the programme in accordance with UCL regulations and policy;

viii. ensuring that student evaluation of modules and programmes is managed effectively and used to enhance provision for current and/or future cohorts.

Assessment and Feedback

i. ensuring that the intended learning outcomes, at all levels, are clear and appropriate for the level of the qualification;

ii. ensuring that assessment criteria and marking schemes on all modules are clear and explicitly communicated to and explored with students;

iii. ensuring that the overall assessment requirements at the module and programme level satisfy UCL regulations contained in the Academic Manual;

iv. ensuring that assessments are planned across the programme so that there is a diversity of assessment methods and clustering is avoided.

Student Engagement and Performance

i. monitoring of student performance on the programme;

ii. meeting with the relevant staff to oversee analysis and response to student feedback collected internally and externally and external examiners' reports;

iii. developing appropriate ways of engaging students as partners, for example in generating ideas for enhancing provision and in decision-making, in order to enrich their academic and personal experience.

Wardens of Student Residences

Contact: [Ms Denise Long,](#) Director, Student Support and Wellbeing

Policy

14. The Warden Teams are an integral part of UCL's Student Support and Wellbeing Services in the division of Student and Registry Services. The Warden shall be responsible to the Registrar via the Director of Student Support and Wellbeing for the welfare and safety of student residents and the domestic and social harmony of the Hall/House. The Warden may delegate specific duties to Student Residence Advisers or other suitably responsible members of the UCL Residences team, but responsibility rests with the Warden. The Warden must formally nominate another Warden to be in charge during periods of absence of more than three days.

2. The Warden shall promote a collegiate atmosphere and good order in the Hall/House for the general benefit of student residents in accordance with UCL policy and regulations.

3. Residence Managers and appropriate UCL Officers will advise the Warden as appropriate. In the event of difficulty in applying such advice the Warden may refer the matter to the Director, Student Support and Wellbeing who will consult as necessary before deciding upon a course of action.

4. The responsibility for the financial management of the residence rests with the Residence Manager and Director of UCL Accommodation

5. In the event of fire or criminal acts within the curtilage of the Hall/House, the Fire Brigade or Police will normally determine the immediate course of events. The Warden must inform appropriate UCL Officers of serious incidents as soon as possible.

Discipline

6. The following disciplinary powers stand delegated to the Warden by the Registrar after appropriate consultation if deemed necessary:

    i. to reprimand;
    ii. to order compensation for damage to property or persons;
    iii. to impose a fine not exceeding the agreed maximum pertaining at the time.

7. In addition, where the conduct of an individual is unacceptable the Warden shall be able:

    i. to refer cases for exclusion to the Registrar;
    ii. in the case of a visitor, to exclude that person from the premises and, where the circumstances warrant it, to hold a resident liable for the behaviour of his/her guest(s).

8.   In exercising any of the above powers, the Warden shall inform the student concerned of his or her right of appeal to the Registrar.

Reports

9.   The Warden shall report:

- to the Registrar upon major breaches of discipline, whether or not dealt with locally, and upon other breaches of discipline which may have more general implications for UCL;

- to the Director of Accommodation upon general problems of management for which local solutions cannot be found within the terms of UCL policy or regulations;

- to the Director of Accommodation on matters relating to safety or security.

General

10.   Halls of Residence form an integral part of UCL activities; Wardens and Residence Managers should conduct the management of the Halls/ Houses in a manner consistent with the general interests and wellbeing of UCL and the UCL community. Wardens and Residence Managers are expected to take full advantage of the expertise and facilities available within the UCL administration and student support services.