

# Education Strategy 2020-2025



# Inroduction

# Background

The mission of the UCL Great Ormond Street Institute of Child Health (GOS ICH) is to improve the health and well-being of children, and the adults they will become, through world class research, education and public engagement. GOS ICH already has a reputation for its research and we aim to match that with the provision of world class education in child health.

We will build on the successful established educational offerings of GOS ICH to ensure that the next generation of clinicians and scientists are equipped with the skills and knowledge necessary to inform policy and deliver services to influence and improve child health in a context of the challenge of changing patterns of children's health.

Building on the research strengths of the UCL Research and Education Departments, we will explore the potential for expanding our educational provision and increasing student numbers by offering general and specialist paediatric and child health related programmes and short courses which align with our research strengths. Research led education will form a major cornerstone of the expansion within the framework of the UCL Connected Curriculum ([www.ucl.ac.uk/teaching-learning/connected-curriculum-framework-research-based-education](http://www.ucl.ac.uk/teaching-learning/connected-curriculum-framework-research-based-education)).

We will provide an inclusive environment, which promotes equality of respect and opportunity for all members of the GOS ICH's diverse community. Every student, regardless of their background, race, gender or religious beliefs will be treated with respect and encouraged to achieve their own personal milestones fully supported within an education encompassing Institute.

In the strategy, education includes not only face-to-face classroom teaching but also PhD supervision and online and written provision of training materials. Where the contribution of Institute staff to education at GOS ICH is measured, we include support activities such as MSc/BSc project supervision, peer-assessment of teaching colleagues, marking of assessments and similar peripheral roles.

In this document we discuss the need and rationale for our objectives. The actions and any requirements from supporting or external bodies that are considered necessary to successful implementation and the Key Performance Indicators (KPI) of successful delivery are presented in the appendix.

# Content

1	Introduction	1
2	Background	2
3	Objectives	3
4	Key Performance Indicators	4
5	Appendix	5

1	Introduction	1
2	Background	2
3	Objectives	3
4	Key Performance Indicators	4
5	Appendix	5

# The current situation

We currently provide the following high rated educational programmes:

- › **Undergraduate**
- › Integrated BSc in Paediatrics and Child Health for UCL MBBS students in their third year
- › Leadership for and contributions to teaching on the MBBS, including the Child and Family Health with dermatology (Year 5)
- › Leadership for modules on the BSc Population Health

- › **Postgraduate**
- › MSc in Paediatrics and Child Health with pathways in:

- Advanced Paediatrics
- Community Child Health
- Global Child Health
- Molecular and Genomic Paediatrics
- Intensive Care

- › MSc in Paediatrics and Child Health with Clinical Practice
- › MSc Child and Adolescent Mental Health
- › MSc Cell and Gene Therapy
- › MSc Infancy and Early Childhood Development
- › MSc Paediatric Neurophysiology
  - Applied
  - Clinical
- › MSc Paediatric Epidemiology

## Education

- › MRes Child Health
- › MPhil/PhD programme offers postgraduate research degrees in a wide range of health-related fields that reflect the diverse expertise of the three Research and Education Departments. The GOS ICH, supported by funds from its Charitable Investment Organisation (CIO) and the BRC, runs a nationally competitive PhD programme. Six to ten internally peer reviewed PhD projects are available per annum, awarded following national advert, application and interview. In addition, students have funded studentships from charities, including Wellcome Trust, research councils, NIHR and national governments. Some are self-funded – including members of staff (who are also able to access the Student Assistance Scheme).

## Education

We have built a solid foundation on which to extend our educational activities.

- › Our research is world leading and our educational offerings are already highly rated by students in their feedback.
- › We have a body of highly committed staff already fully engaged who can act as ambassadors.
- › We have been able to use charitable funds to support and augment our educational activities.

## Education Strategy Objectives

1. Developing an education culture at GOS ICH
2. Ensuring continued high quality research led teaching
3. Strengthening links with GOSH and wider UCL
4. Developing metrics for teaching activities
5. Increasing educational provision at GOS ICH
6. Ensuring equality, diversity and inclusion
7. Developing new technologies for education

## 1. Developing an education culture at GOS ICH

GOS ICH, with our clinical partner, Great Ormond Street Hospital (GOSH) is Europe's leading centre of child health research and one of the premier centres in the world. However, the origins of GOS ICH as a post-graduate research institute have meant that the majority of senior academic staff, other than supervision of PhD students, have focussed the majority of their academic time on research rather than teaching. As a leading child health institute, we are thus well placed to ensure that future generations of scientists and clinicians acquire the skills and knowledge necessary to influence and respond to future developments in child health through research based education. To satisfy the training needs of GOS ICH staff whilst maximising the potential income from our educational activities we have to fully engage all our academic staff with the educational

programmes. Parity of esteem with research must be ensured, and it is this that the culture will embrace.

To reinforce the importance of education as a core activity of all academic staff and to encourage involvement of research staff, there will continue to be explicit inclusion of a teaching component in new academic staff job descriptions and contracts, appraisals and

career development. Those employed directly on teaching fellow contracts will be supported to maximise their career progression.

Heads of the Research and Education Departments will have greater responsibility for the oversight of education activities provided by staff in their departments and GOS ICH more generally and will encourage staff to take opportunities to develop their education portfolio. This will ensure that GOS ICH's research 'stars' are a draw for participants

prime importance will be service agreements that establish the responsibilities of all individuals involved in course delivery. We will encourage a culture within which all individuals involved in course provision, from advertising and registration through to on-the-day teaching, feedback and follow-up, are focussed on the student experience.

We will develop service agreements for the support provided by the relevant administrative team to academics involved in provision of teaching and allied educational events. This will



research and this needs to be reflected in our educational offerings. To ensure strategic planning in developing educational offers, further developments will utilise the experience of the current successful established programmes of education as well as drawing heavily on subject specific expertise.

An annual teaching census will ensure monitoring of the teaching load across GOS ICH and may help to identify potential for expansion, for example in skills based short courses.

A review of all existing modules will be conducted to identify where provision could be streamlined. This will not only facilitate module choice for students, but ensure better use of existing teaching staff and may also improve

examined and otherwise. There will be close collaboration with GOSH when considering the development of e-learning technologies (see objective 7).

We also need to strengthen our links with other institutes within our faculty, and across wider UCL. At faculty level a deputy Director (Education) forum has been established with similar aims to that established at GOS ICH to maximise opportunities for sharing experiences and for support amongst the Deputy Directors

(Education). This includes the deputy Directors (Education) in each of the seven institutes in the Faculty of Population Health Sciences (Institute of Cardiovascular Science, Institute of Clinical Trials and Methodology, Institute of Epidemiology and Health Care, GOS ICH, Institute of Global Health, Institute for Health Informatics, Institute for Women's Health).

We will continue to develop modules across faculty and UCL departments, building on existing research links.

## 4. Developing metrics for teaching activities

# 5. Increasing education provision at GOS ICH

Our existing educational post-graduate, under graduate and short course provision provides a solid basis on which to expand, utilising our potential to increase student numbers on existing programmes in addition to new enterprises. The renewed culture of education will aim to make efficient use of infrastructure, available rooms and equipment, as well as staff expertise and time devoted to education. To do this, we need to consider the delivery of classroom education as an enterprise, involving the traditional BSc and MSc courses, alongside additional CPD and Life-Learning activities /Executive Education/ Short course provision. Research and Teaching Departments will be responsible for identifying and implementing new teaching opportunities allied to their research strengths.

## Capacity

All MSc modules with space capacity should be available as tasters to ensure efficient use of the teaching and space as well as drawing in potential students for Masters and other programmes.

Short courses (life-learning/executive education) are the optimum means to maximise additional usage and income from available rooms. Unlike the education programmes which are necessarily restricted by academic terms, there is more flexibility for running these courses which are not limited by term dates, hours of operation, exam requirements or requiring formal documentation and approval with long lead times. GOS ICH is the main provider of short courses within UCL and will build on this to develop an expanded portfolio. The direction of this enterprise will be led by the research expertise of our academics.

To develop CPD and Executive education requires an administrative infrastructure to support the academic staff and this will be reviewed.

## Education

Provision of undergraduate education by GOS ICH has increased considerably recently to include not only the MBBS, but the establishment of the now highly successful IBSc in Paediatrics and Child Health, development and leadership of several modules (Acute and Chronic Infectious Diseases and Child and Adolescent Public Health) and significant teaching contribution on others, including the recently launched UCL BSc Population Health. Development of further undergraduate teaching will be considered in light of the wider GOS ICH strategy. This will require a PR exercise to develop a greater understanding of the gaps in UCL provision that could be filled/complemented by GOS ICH led teaching.

To facilitate expansion of undergraduate courses will require clear administrative structures to underpin academic input.

## Teaching

Where there is potential to increase student numbers on existing programmes, in conjunction with faculty expertise, we will explore how best to maximise existing markets. This will include identifying where and how co-working with similar organisations with similar education goals and activities might provide efficiencies of scale, and engaging with international markets for PG and CPD provision. The new GOS ICH brand

strength and reach should be identified and exploited across all markets (UG, PG, and CPD).

We will regularly review Student admission procedures and identify best practice for maximising conversion rates of offers to acceptances. To this end we have developed Induction pages on Moodle for students who have accepted an offer. This is being populated with information about each programme as well as more general information to engage these students and make them feel a part of GOS ICH before commencing their studies. GOS ICH website is an important source of information for prospective students and current students and urgent needs to be made, it for purpose and kept up to date.

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Although there are a significant number of PhD students at GOS ICH, including an excellent national competitive PhD Programme, there is room for expansion. We will encourage a

pathway to PhD from MSc, MRes, undergraduate and CPD courses and promote research degree opportunities to staff. gss886pre  
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## 7. Developing new technologies for education

Online learning is an essential component of an education programme and we will ensure that GOS ICH is equipped to compete within the current market. Development of online learning not only widens the reach of education but also provides a marketing source by attracting students to register for other courses and programmes. The e-learning champion will lead on exploring the provision of training and resources for staff interested in delivering teaching using upcoming and innovative methods. There will be increasing numbers of new opportunities to offer short and taster courses, and to develop online courses and distance learning over the next five years. Consequently, we will reach a larger global student population and maximise impact. These exciting developments will be augmented

by an increased presence within educational innovation in e-technology. It is important that we fully utilise the expertise we have to maintain a strong foothold within this exciting arena, and that GOS ICH is a leading player in the movement of educational growth in the optimal direction. Seed funding will be sought to develop research in innovation in education and form partnerships outside GOS ICH that are appropriate to this task. An e-learning committee will be convened by the e-learning champion to develop and oversee the e-learning direction of GOS ICH, they will be responsible for procurement and administration of the seed funding. This committee will include representation from GOSH to ensure that any platforms and systems instigated are compatible across the joint institutions.

## Conclusion

As the premier clinical paediatric training institute in the UK, with a world-renowned integrated hospital, the vision is to grow our educational reputation to match. The GOS ICH five-year education strategy has been developed to deliver our part in the wider UCL Education Strategy 2016-21 and to align with the educational objectives of the Faculty of Population Health Sciences. The education strategy is an important tool to achieve the recommendations of both the Gill and IQR reviews, providing stronger links with our partner institution, Great Ormond Street Hospital, and moving us towards a position of greater education strength. Over the next five years, our vision is to ensure delivery of world-class education in child health, via a Connected Curriculum and research-based teaching experience, thereby attracting highly motivated students with excellent potential from around the world to study at GOS ICH.

# Appendix : Action and Requirements for implementation of GOS ICH educational strategy and Key Performance Indicator (KPI) of UCL of I deliver .

## Developing an education culture at GOS ICH

### ACTIONS:

- › Ensure that all new academic contracts reflect the responsibilities for both teaching and research as identified in the UCL Academic Framework.
- › All academic staff to have at least one teaching objective on their annual appraisal.
- › Raise awareness that for academic staff, applications for advancement through promotion, rebanding and increments must demonstrate evidence of substantial and sustained input to educational activities.
- › Raise awareness among staff to report significant educational achievements for inclusion in GOS ICH bulletins. This would include establishing new teaching programmes or modules, increases in student numbers on existing programmes and staff achievements.
- › Form Senior Education Team with terms of reference. Arrange regular meetings.
- › Department Graduate Tutor (teaching) to organise GOS ICH Education Forum
- › Creation of service agreements for administrative under-pinning of MSc, BSc modules, CPD and Executive education/ short courses.
- › Create local teaching awards to reward sustained, excellent and/or innovative work

### REQUIREMENTS:

- › Ensure process in place for HR to vet all new job contracts to verify that responsibilities for teaching and research as identified in the UCL Academic Framework are met. There needs to be a central process for monitoring appraisal returns before sign off at GOS ICH level.
- › Teaching staff and administrative support staff to take appropriate responsibilities for teaching provision

### KPI:

- › Increase in overall % ring-fenced teaching time of GOS ICH staff.
- › Record of meetings and topics covered.
- › Service level agreements for administrative support implemented.

## Ensuring continued high quality research led teaching

### ACTIONS:

- › Develop targets for numbers of staff to gain ARENA awards.
- › Develop targets for staff numbers to apply for UCL Teaching Awards
- › Introduce GOS ICH Teaching Awards
- › Creation of a standard metric for post-course feedback from students
- › Ensure peer assessments are regularly undertaken for teaching staff
- › Use annual teaching load census to inform development of new programmes and short courses
- › Explore potential markets in relation to GOS ICH research strengths

### REQUIREMENTS:

- › Administrative gathering of appraisal records of ARENA participation and Teaching Award application rates and successes. Administrative system for policing peer assessment records and feedback gathering.
- › Marketing expertise from central UCL

### KPI:

- › Increased numbers of staff taking up ARENA training or applying for local and UCL Teaching Awards. Successful award of ARENA qualifications and Teaching Awards.
- › Development of new modules, programmes and short courses that attract students

## Strengthening links with Great Ormond Street Hospital (GOSH) and wider UCL

### ACTIONS:

- › We will work towards developing a joint GOS ICH and GOSH Education strategy
- › Directors of education to liaise with GOSH training to ensure maximum collaboration.
- › Regular meetings between Directors of Education GOS ICH and the Director of Education GOSH
- › Faculty to organise Education forum for Faculty Deputy Directors (Education).

### REQUIREMENTS:

- › UCL to facilitate GOSH inclusion in GOS ICH room bookings and library access. UCL to facilitate contract negotiations for franchising.

### KPI:

- › GOSH and GOS ICH strategies aligned.
- › Regular interaction with other Faculty Deputy Directors (Education)

## Developing metrics for teaching activities

### ACTIONS:

- › Identify or develop appropriate metrics for quantification of teaching activities

### REQUIREMENTS:

- › Administrative support in collation of existing potential metrics
- › Administrative mechanisms for collecting and collating agreed metrics

### KPI:

- › Evidence of metrics and their uniform application



## Ensuring equality, diversity and inclusion

### ACTIONS:

- › Review existing provision for accommodation of minority groups of students.
- › All teaching and administrative staff to be made aware of the processes for dealing with student requests for special consideration to allow them to fully participate within the education programmes.

### REQUIREMENTS:

- › Administrative staff to ensure timetables normalised and available to students in good time.
- › Support to ensure Lecturecast facilities available to lecturers and material accessible to students.
- › The Departmental Equal Opportunity Liaison Officer (DEOLO) to provide information on issues re equality across GOS ICH.

### KPI:

- › Reduction in unresolved complaints.
- › Implementation of policies
- › Lecturecast in every teaching room (IQR recommendation which needs implementing).

## Developing new technologies for education

### ACTIONS:

- › Ensure e-learning champion who will take responsibility for provision of training and resources for staff developing online courses
- › Encourage research into innovation within education
- › Create an e-learning committee incorporating representation from GOS ICH

### REQUIREMENTS:

- › Input from central UCL is essential to online provision. We need central IT on board and training/support for development of such material
- › Seed funding

### KPI:

- › Increase in online educational provision from GOS ICH

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