



*Talk and Chalk for 200
years: Flip and chip in
200 days.*

Professor Diane Houston

LONDON'S EVENING UNIVERSITY



A Pro Vice Chancellor's perspective on leading change in digital education/ through a pandemic !

LONDON'S EVENING UNIVERSITY

The good old
days were not
long ago



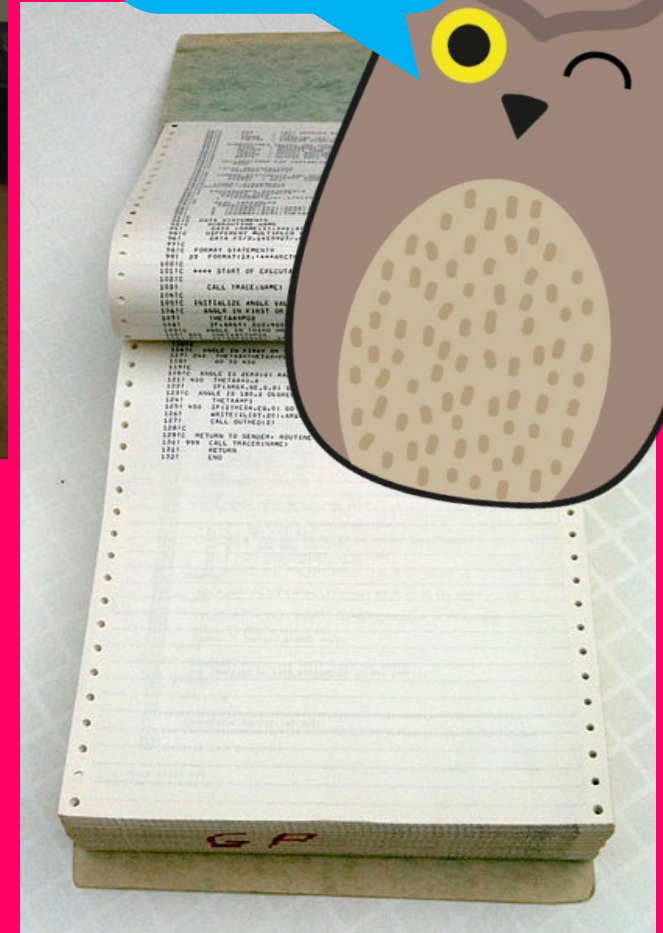
University life
in the 1980s



This vaguely resembles my BBC b in 1987

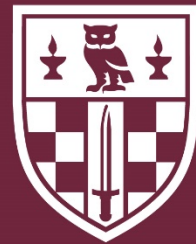


A half mile walk for every multiple regression analysis



**Higher Education for
London's working
population since 1823**

**8.5K FTE divided into 5
academic schools and 19
departments**



Birkbeck
UNIVERSITY OF LONDON

**Largely non-residential commuter
student population, many from
widening participation
backgrounds**

**Member College of
University of London**



We are NOT the Open University

Evening teaching with a strong 'classroom' experience



Limited use of digital resources or lecture capture

Student outcomes and satisfaction poor in some areas . The *STUDENT EXPERIENCE REVIEW*



Plan for
medium term
strategy for
digital



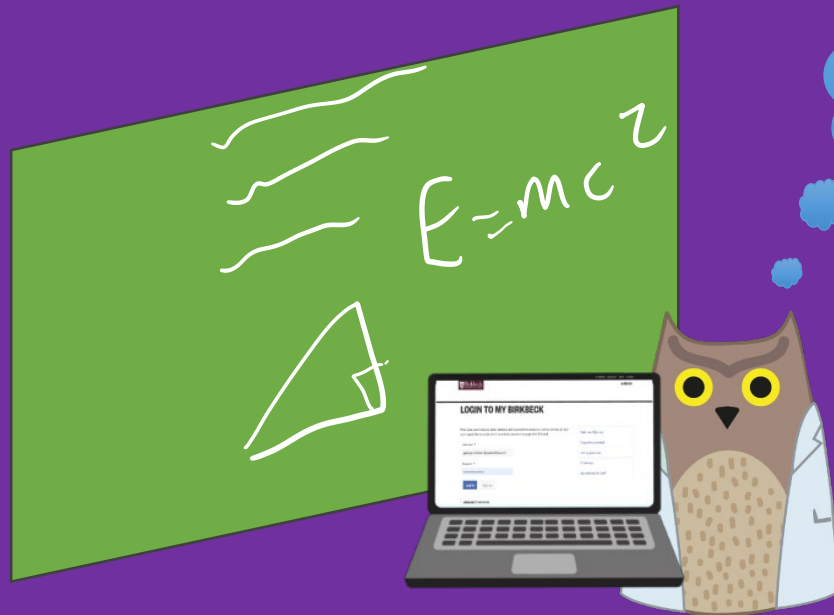
Enhanced by a
donation.
Accelerated by
the pandemic



ISSUES

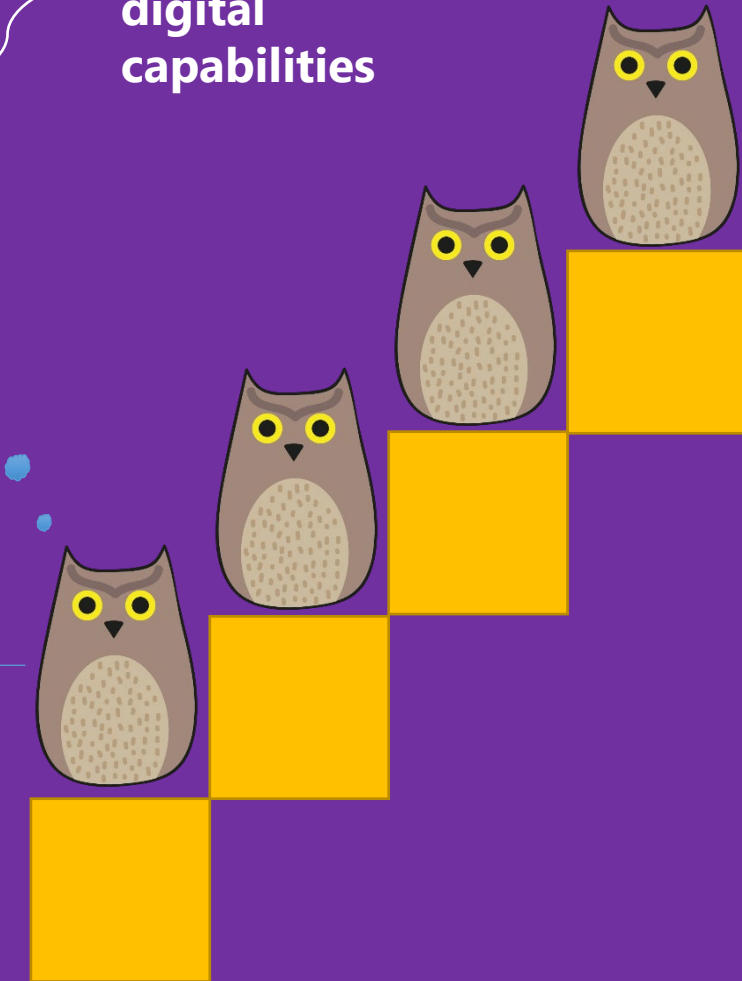
1. Massively devolved, but small, institution. At least 19 ways of doing anything. Culture...

3. Staff and student digital capabilities



Capability

4. Lack/insufficiency of technology in the hands of users



2 Need for swift and effective decision making. For uniformity. Compliance with an institution-wide model.

Management Response

Agreement from VC that this transition would be done differently

- Creation of a high-level group who would become completely absorbed by, and invested in, the detail
 - PVC ED, College Secretary/COO, Directors of IT, Digital, Planning, Education, Estates, Academic Registrar, a Dean, a Professor, a great administrator
 - Weekly meetings at 9am
 - Quite a lot of additional ad hoc meetings
 - A lot of swearing and a few tears (mine)

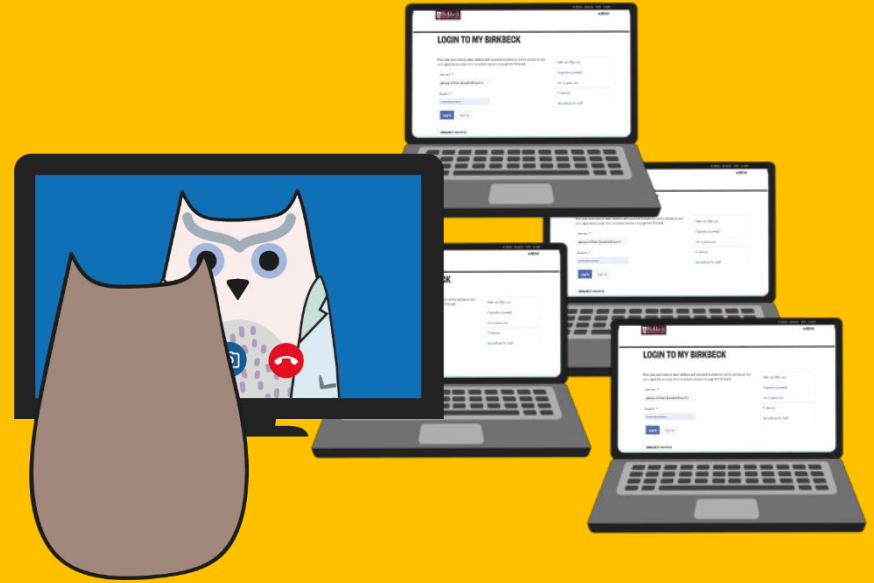


What else?

- Weekly cross-institutional communication in a number of forms
- Wine...

IT RESPONSE

- Laptops, laptops and more laptops
- VPN capacity
- Teams
- SharePoint
- OneDrive
- Exchange Online
- Mitel MiCollab



FORTINET®



(DIGITAL) EDUCATION RESPONSE

New teaching model

- Asynchronous pre-session content
 - e.g. pre-recorded lectures
- Synchronous live small group teaching session
 - ONLINE or IN-PERSON
 - No synchronous mixed-mode delivery
- Asynchronous post-session content
- Timetable events embedded within the Moodle content to contextualise and locate in the module material

What else?

- Access to Digital Learning Fund
- Online orientation
- eBooks



(DIGITAL) EDUCATION RESPONSE 2

Teaching Preparation Project

- **Re-identify all curriculum for delivery in 20/21**
- **Recruited a team of 'Digital Education Partners' just before pandemic and a further set of 'Digital Education Associates' to support**
- **Dig Ed team operate on a 'hub and spoke' model**
- **Identify/train/support/coach Digital Transformers (academics 😊)**
- **Created new standard template and module design tool**
- **Baseline standards for all Moodle shells**
- **Mandatory digital pedagogy course for all digital transformers**

Outcomes 2020-21

- Recruitment improved
- Attendance improved
- Attainment improved
- Continuation improved (to 21-22)
- More inclusive learning environment
- Awarding gap decreased
- Student satisfaction improved
- NSS satisfaction with how we handled the pandemic was high
- Gained greater management information and oversight



Outcomes 2021-22

- Much debate over return to in person teaching
- Uncertainty over continuation of pandemic
- Staff both polarized and fluctuated in views about model of delivery
- Currently model is not clearly defined
- Recruitment has declined 😞

BUT

- College Strategy now to significantly embrace digital and online delivery 😊

