Responsibilities of the Senior Officers of UCL 2015-16

COUNCIL

The Council is the governing body of UCL. It comprises 20 members, including: 11 members external to UCL; seven academic staff of UCL, including the President and Provost, three professors and three non-professorial staff; and two UCL students.

Chair of Council – Dame DeAnne Julius
The Chair, who is an external member of Council, is appointed by Council for a term not normally exceeding five years. The Chair presides over Council meetings and is authorised to take action on Council's behalf between meetings on urgent or non-contentious matters. The Chair of Council is *ex officio* Chair of the Honorary Degrees and Fellowships Committee, Nominations Committee and Remuneration and Strategy Committee, and may request to attend a meeting of any standing committee of UCL. The role of Chair entails important responsibilities for promoting the efficient and effective governance of UCL. The Chair works closely with and in support of the Provost, as well as with other Council members and officers (the Vice-Chair, the Treasurer, the Vice-Provost (Operations) and the Secretary to Council), as well as other senior academic and administrative officers of UCL.

Vice-Chair of Council – *vacancy*
The Vice-Chair is elected, normally for a three-year term, from among the lay members of Council to act as Chair in the absence of the Chair or during a vacancy in that office. In addition, the Vice-Chair may be invited by the Chair to lead on behalf of Council on particular projects or assignments from time to time.

Treasurer – Mr Simon Melliss
The Treasurer is elected, normally for a three-year term, from among the lay members of Council. The Treasurer is Chair of the Finance Committee and Investments Committee, and is responsible for satisfying the Council that the overall stewardship of UCL's finances is sound. In discharging these responsibilities, the Treasurer works closely with the Provost and with senior administrative officers of UCL, notably the Vice-Provost (Operations) and the Director of Finance and Business Affairs.

THE PRESIDENT AND PROVOST **– Professor Michael Arthur**
The President and Provost is the principal academic and administrative officer of UCL, and is UCL's designated principal officer for the purposes of the Financial Memorandum with the Higher Education Funding Council for England (HEFCE). The Provost is appointed by Council, on the recommendation of a joint committee of Council and the Academic Board; is responsible to the Council; and works closely with its members, and especially with the Chair of Council. The essential role of the Provost is to provide leadership which ensures: that UCL's development is guided by a clear sense of mission and strategic direction which is sensitive to changes in the social, economic and political environment within which UCL operates; that all UCL's activities, across the full range of academic disciplines in which it conducts teaching and research, are properly resourced; and that UCL's staff and students feel genuinely part of a vibrant academic community. As chief executive, the Provost is also the driving force of UCL's system of governance.

The Provost has crucial external roles to play in representing UCL both nationally and internationally, interacting with Government, seeking to influence the development of UK higher education, and developing UCL's sources of funding, within the UK and abroad, and in seeking philanthropic support for UCL.

VICE-PROVOSTS

The seven Vice-Provosts are appointed by the Council, on the recommendation of the Provost, to assist and advise the Provost as required. The Vice-Provosts are members of the Provost's Senior Management Team.

Vice-Provost (Academic Development and London) –
Professor Chris Husbands *[to January 2016]*
The Vice-Provost (Academic Development and London) is responsible to the Provost for reviewing approaches to academic careers, specifically to reward and promotion across the University, and for developing a framework for an overall strategy which ensures that UCL's academic ambitions are matched by its ability to offer career-long development which attracts, retains and then develops the very best. This includes the responsibility for progressing UCL's work on equalities and diversity in partnership with Human Resources and with Deans and other Vice-Provosts.
The Vice-Provost (Academic Development and London) is also responsible for raising the university's profile within London and developing a wide network of research, cultural and business relationships with external partners from across academia, public and private sectors and charitable organisations.

Vice-Provost (Education and Student Affairs) – Professor Anthony Smith
The Vice-Provost (Education and Student Affairs) is responsible to the Provost for leading the development and delivery of education at UCL. This includes: the development of educational strategy; curriculum development; the promotion of the student experience; quality assurance and enhancement in the area of education; the introduction and use of new educational and pedagogical technologies; and the career development of academic staff in support of UCL's educational mission.
The Vice-Provost (Education and Student Affairs) is also currently the Dean of Students (Academic), with responsibilities for enhancing the UCL student experience, and its academic aspects in particular. As Dean of Students (Academic), Professor Smith has overall responsibility for all academic, as well as quality assurance, aspects of UCL's student recruitment, admissions and selection activities and processes. The Dean also provides academic leadership for UCL's widening participation initiatives and plays a key role in chairing UCL committees concerned with student matters.

Vice-Provost (Enterprise) – Dr Celia Caulcott *[from 1 October 2015]*
The Vice-Provost (Enterprise) is responsible to the Provost for leading UCL's strategy for enterprise, including: knowledge exchange and innovation; developing and supporting the enterprise culture at UCL; promoting academic/industry collaboration and strategic partnerships; maximising economic and societal benefit from the commercialisation of research technology, securing capitalisation of intellectual property, and establishment and development of spin-out and start-up companies; maximising external engagement and revenue from provision of knowledge-based services such as consultancy and CPD.

Vice-Provost (Health) – Professor David Lomas
The Vice-Provost (Health) is responsible to the Provost for: external relationships in biomedicine both with NHS partners, including major healthcare trusts and NHS London, and with a range of medical research organisations; overseeing the UCL School of Life and Medical Sciences (SLMS), which includes the UCL Medical School; and facilitating cross-cutting initiatives in biomedicine, in consultation with relevant Deans and Vice-Provosts. The Vice-Provost (Health) has a pivotal role in the development of the following major strategic partnerships in which UCL is now engaged: UCL Partners; the Francis Crick Institute (originally the UK Centre for Medical Research and Innovation); and the Sainsbury-Wellcome Centre for Neural Circuits and Behaviour.

Vice-Provost (International) – Dame Nicola Brewer
The Vice-Provost (International) is responsible to the Provost for: developing UCL policy and institutional guidance on international engagement; implementing and drafting UCL's International Strategy and advising UCL on strategic directions in international activity; overseeing the management of UCL's overseas ventures; maximising the opportunities for research, teaching and commercial activity presented by UCL's overseas ventures; managing the development of academic collaborative agreements; promoting overseas activities both internally and externally; managing and co-ordinating UCL's engagement with UK ambassadors and High Commissioners and with foreign embassies and High Commissions in London; developing international consultancy on university establishment and governance; development of a suite of UCL executive education courses on international higher education; and communicating effectively across UCL the activities arising out of the implementation of the Strategy and the overseas ventures.

Vice-Provost (Research) – Professor David Price
The Vice-Provost (Research) is responsible to the Provost for: promoting, supporting and facilitating UCL's research performance, including securing the highest-quality research outputs across UCL; leading the development and implementation of the UCL Research Strategy; leading UCL's preparation for the Research Excellence Framework (REF); leading the implementation and development of UCL Grand Challenges, including their implications for Impact and Public Policy; external representation of research issues; the implementation of full economic costing for research and subsequently teaching; working with the UCL Vice-Provost (Enterprise) on industrial partnerships; working with the UCL Vice-Provost (Health) on building research links with hospitals and other medical and health partners; working with the UCL Vice-Provost (International) on integrating research with UCL's international strategy.

Vice-Provost (Operations) – Mr Rex Knight
The Vice-Provost (Operations), as UCL's senior administrative officer, is responsible to the Provost for: the provision and effective co-ordination of the Professional Services across UCL; convening the Health and Safety Committee and UCL's Major Incident Team; and serving as designated officer for receipt of disclosures under UCL's Policy on Public Interest Disclosure.

The Heads of the Professional Services (see individual entries below) report to the Vice-Provost (Operations) (with a direct reporting line to the Provost, as necessary). The Professional Services comprise: Careers; Communications and Marketing; Development and Alumni Relations; Estates; Finance and Business Affairs; Human Resources;

Information Services; Library Services; Public and Cultural Engagement; Student and Registry Services.

DEANS OF FACULTIES

The Deans of UCL's eleven faculties are appointed by Council and, with the Vice-Provosts and the Director of Finance and Business Affairs, are members of the Provost's Senior Management Team. The Deans' principal duties include (inter alia): to advise the Provost and Vice-Provosts concerned on academic strategy, staffing matters and resources for academic departments within their faculty (which includes monitoring and ensuring achievement of budgetary targets); to oversee quality assurance and enhancement in curricula and programme management at faculty level; to liaise with Faculty Tutors on undergraduate admissions and on student academic matters; to oversee examination matters at faculty level; and to co-ordinate faculty views on library, IT and other matters relating to education and information support. The Deans of the Faculties are currently:

Faculty of Arts and Humanities – **Professor Jonathan Wolff**
Faculty of Brain Sciences – **Professor Alan Thompson**
Faculty of the Built Environment – **Professor Alan Penn**
UCL Institute of Education – **Professor Chris Husbands** *[to January 2016]*
Faculty of Engineering Sciences – **Professor Anthony Finkelstein**
Faculty of Laws – **Professor Dame Hazel Genn**
Faculty of Life Sciences – **Professor Geraint Rees**
Faculty of Mathematical and Physical Sciences – **Professor Nick Brook**
Faculty of Medical Sciences – **Professor Mark Emberton**
Faculty of Population Health Sciences – **Professor Graham Hart**
Faculty of Social and Historical Sciences – **Professor Mary Fulbrook**

PRO-VICE-PROVOSTS

UCL's Pro-Vice-Provosts are appointed by UCL's President and Provost to assist and advise UCL in developing strategic relationships with key stake-holders, both regionally and in the wider global context. The Pro-Vice-Provosts report to the Vice-Provost (International).

Appointment of seven Pro-Vice-Provosts is currently in train and will be confirmed in due course. The seven posts will cover the following regions:

- **Africa and the Middle East**
- **East Asia** (China; Hong Kong; Taiwan; South Korea; Japan; Australia; New Zealand; New Guinea; Pacific Islands)
- **South East Asia** (Indonesia; Malaysia; Singapore; Cambodia; Laos; Thailand; Vietnam)
- **South Asia** (India; Bangladesh; Nepal; Pakistan; Sri Lanka)
- **Europe** (51 Independent states including 28 EU member states)
- **North America**
- **Latin America**

HEADS OF PROFESSIONAL SERVICES

Vice-Provost (Operations) – Mr Rex Knight *(see entry above under Vice-Provosts)*

Director of Communications – Mr Mark Sudbury
The Director, as Head of the Communications and Marketing office, is responsible for: co-ordinating communications activity to maintain and promote the reputation of UCL with key internal and external audiences through a range of channels, including the news media, print and online activity, events, social media and face-to-face promotion activity; the provision of consultancy services to UCL faculties and departments to help them deliver effective local and targeted communications activity; the recruitment of international students; and the production of student marketing collateral for all prospective students.

Director of Development and Alumni Relations – Mrs Lori Houlihan
The Director is responsible for the development and implementation of the strategy to advance UCL's development and alumni relations activity and increase philanthropic support to the institution. The Development and Alumni Relations Office provides a high level of professional support across UCL by identifying and building relationships with alumni, potential supporters, trusts and foundations and companies. The Office works closely with UCL's Senior Management Team to ensure that fundraising and alumni relations activity are closely aligned with the University's broader strategic priorities and oversees the process for the approval of institutional fundraising priorities.

Director of Estates – Mr Andrew Grainger
The Director, as head of UCL Estates, is responsible for the management of UCL's estate, environmental sustainability and provision of estates and facilities management services. This includes, *inter alia*: strategic planning and development of the estate; delivering the estate capital investment programme; environmental sustainability policy and practice; maintenance of buildings and campus infrastructure owned and leased by UCL; property acquisitions and disposals; energy procurement and management; cleaning and waste services; mail; portering and transport; room and conference bookings; safety services; security and access systems; student residences management and development.

Director of Finance and Business Affairs – Mr Phil Harding
The Director, as head of UCL Finance and Business Affairs, is responsible for: the maximisation of resources available to UCL from HEFCE, the Research Councils, charities, and other grant-giving bodies; maintaining the integrity of UCL's financial records, systems and source data; allocation of resources within UCL and budgetary control; preparation of annual financial statements; maintenance of financial discipline and control throughout UCL according to external and internal codes of practice; collection of student fees; procurement and purchasing; and the resource implications and general feasibility of proposed new developments. The Director of Finance and Business Affairs is a member of the Provost's Senior Management Team.

Director of Human Resources – Mr Nigel Waugh
The Director of Human Resources, as head of the Human Resources (HR) Division, is responsible for the development and implementation of UCL's HR Strategy and policy

covering the areas of recruitment and retention, grading and remuneration, terms and conditions, performance and absence management, employee relations, occupational health and welfare, staff development and training, management information and equal opportunities in employment. The HR Division provides advice and administrative support to managers and staff on all employment-related matters including payroll and pensions, as well as opportunities for staff development and training.

Director of Information Services – Dr Mike Cope
The Information Services Division (ISD) provides a wide range of IT services to the university including the central administrative systems, learning & teaching services such as Moodle and research services such as Legion, the university's high performance computer. In addition, ISD also provides the core IT infrastructure for the university including networks, datacentres and PCs. The Director is responsible for leadership and management of the Division. He also leads the development and implementation of UCL's Information Strategy.

Director of Library Services – Dr Paul Ayris
The Director is responsible for UCL Library Services, one of the largest research-led library and information services in the UK. It comprises 17 library sites which together make up the UCL family of libraries. The Library's digital portfolio is particularly strong, and it is a priority to add as much content as possible to the Library's offerings in digital form. As Copyright Officer, the Director also oversees UCL's Copyright and IPR policy frameworks, and advises on copyright/IPR issues for staff and students.

Director of Planning – Mr Tom Rowson
The Director, as Head of the Planning Division, is responsible for facilitating the development of integrated plans across UCL's faculties, Professional Services Divisions and Vice-Provost offices. This includes aligning medium-term plans to UCL 2034, ensuring that plans are operationally feasible, and identifying and managing strategic risks. The Planning team works closely with Deans, Directors of Professional Services and Vice-Provosts to ensure that senior staff have understood the full set of plans and their implications.

Director of Public and Cultural Engagement – Mr Simon Cane
The Director is responsible for ensuring that UCL's museums and collections enhance and support the University's research and teaching activity, play a key role in its public engagement work, and support its international strategy. The department runs the three UCL museums open to the public and supports the many departmental collections actively used in teaching. The Public Engagement team works across UCL to support public engagement by staff and students at all levels, providing training and advice and brokering partnerships.

Registrar – Ms Wendy Appleby
The Registrar, as head of Student and Registry Services, is responsible for: the provision of student services and administration of student matters from access and admissions through to graduation; UCL's procedures relating to student discipline *etc*, student academic appeals and complaints and petitions to the Office of the Independent Adjudicator; administration of student financial support and student welfare advice and support more generally; co-ordination of UCL's formal committee operations (including the servicing of Council and Academic Board; maintaining UCL's Charter, Statutes and

Regulations for Management); co-ordination of UCL's academic quality management and enhancement operations; co-ordination of UCL's research governance framework; administration of senior academic appointments.

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