

Halpin

THE HALPIN REVIEW:

COUNCIL
EFFECTIVENESS

JUNE 2020

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EXECUTIVE SUMMARY

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8). T l a a


















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Susie Hills - Project Director
J CEO, Ha

INTRODUCTION

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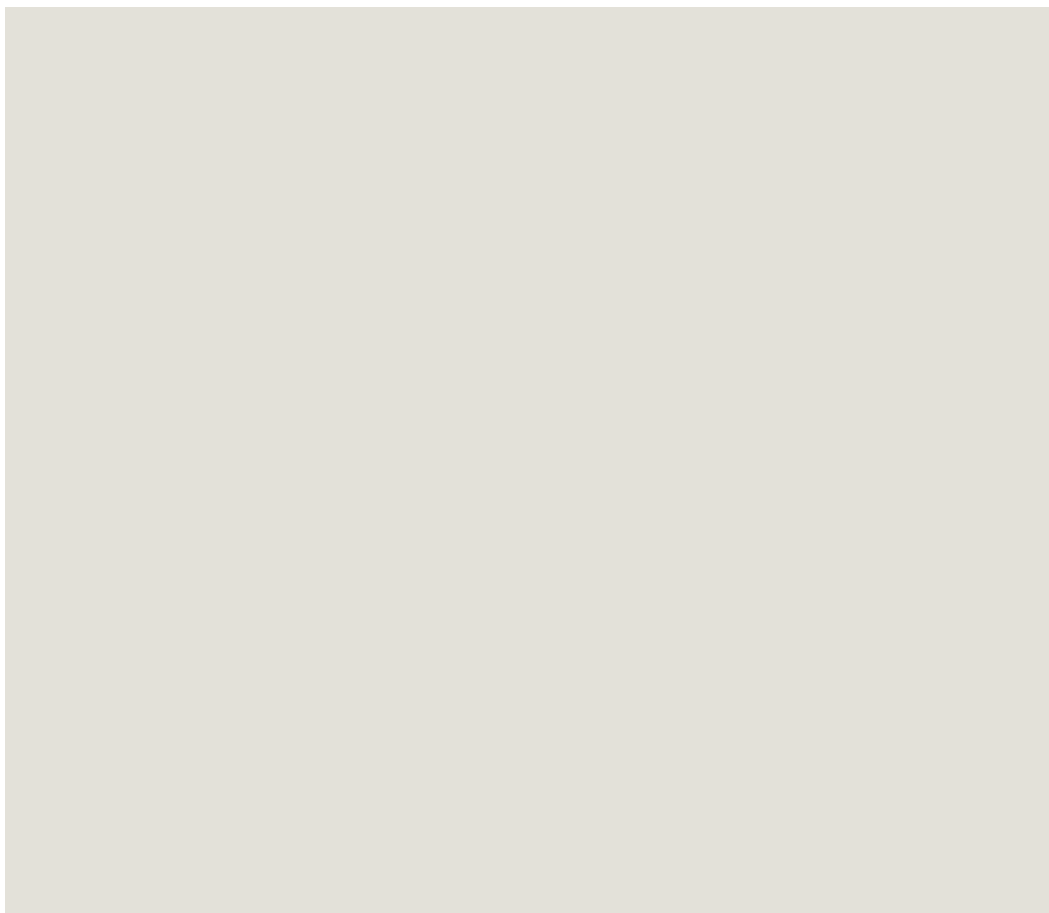


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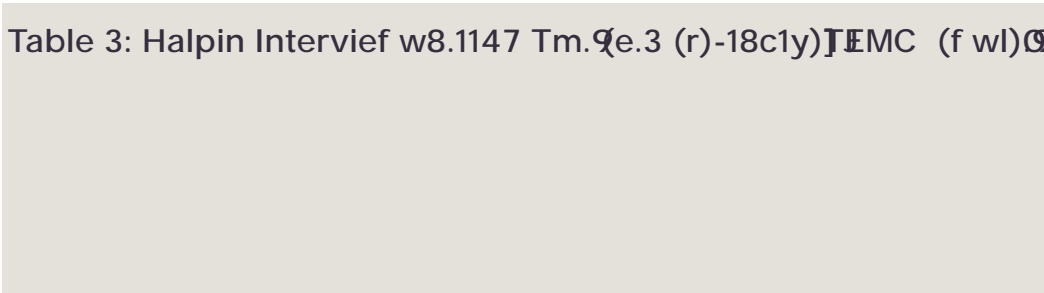
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27. W | a b a |
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Table 3: Halpin Intervief w8.1147 Tm.9(e.3 (r)-18c1y)TEM (f wl)Qe 3)4.4 (: 036.850 2 (v)28.5



Overall size

31. The total number of members of the UCL Council is 20. This includes 11 appointed members, 3 elected members, and 6 ex-officio members.

Table 4: Composition of UCL Council

Appointed	
11	Members appointed by the Council
Elected	
3	Members elected by the Council
3	Members elected by the Academic Board (AB)
3	Members elected by the Staff Board
Ex-Officio	
2	Members of the Council who are also members of the UCL Senate

32. The total number of members of the UCL Council is 20. This includes 11 appointed members, 3 elected members, and 6 ex-officio members.

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E & Ma a a &
P a S (BEAMS)

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H a S (SLASH)

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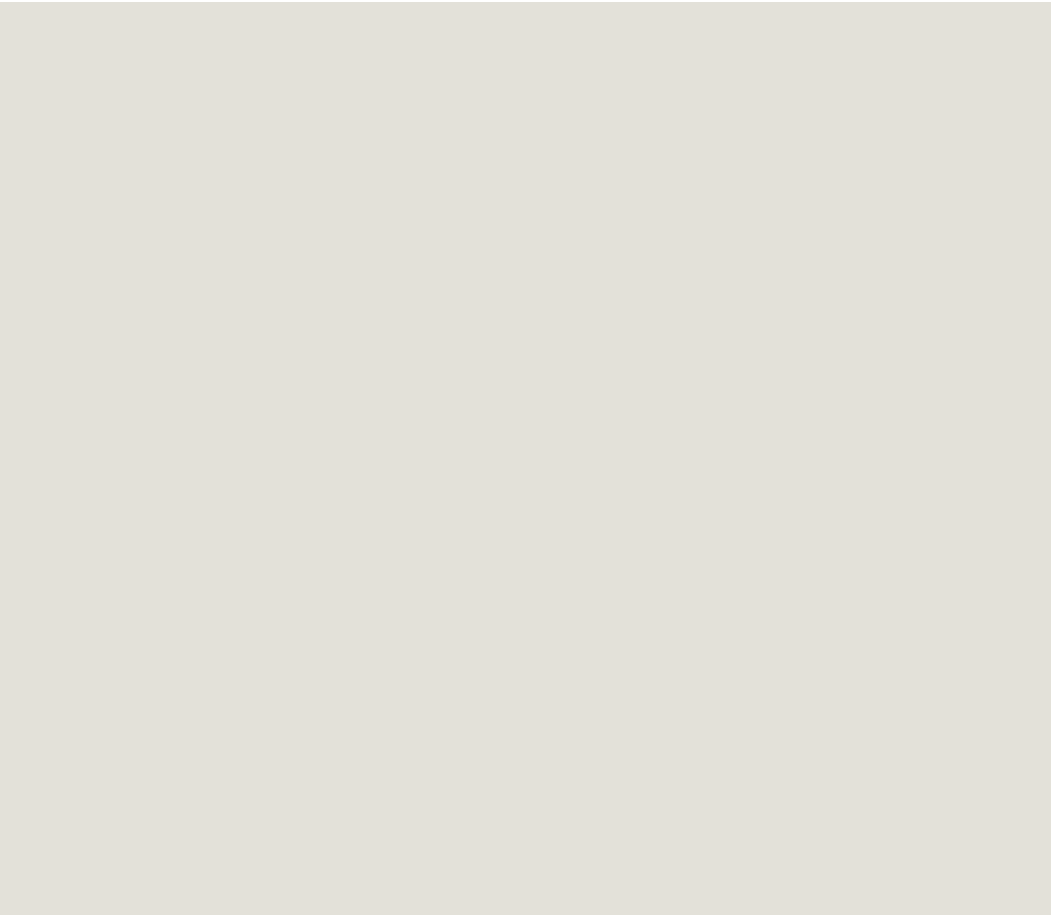
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Senior Leadership engagement with Council

COUNCIL ROLES, RELATIONSHIPS, AND DYNAMICS

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Table 6: Halpin Guidance on Board Papers

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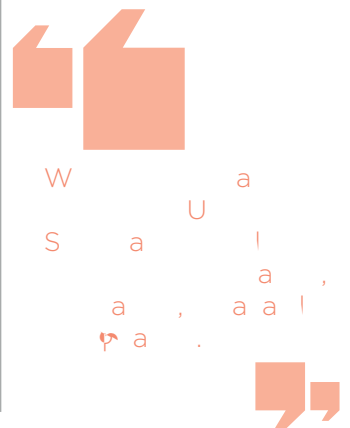
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Corporate Counsel

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COMMITTEES





























Introduction

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Co, ncil, he Academic Commi ee i cha ged b Co, ncil:

To con ide and ad, i e he Co, ncil, h o, gh po e delega ed b he Academic Boa d, pon all academic ma e and q, e ion affec ing he ed, ca ional polic of UCL, he o gani a ion of eaching, e amining, e ea ch and co, e of in, c ion, incl, ding he follo ing: (i) ma e conce ning academic co-ope a ion be een UCL and an o he bod ; (ii) appoin men o e abli hed Chai and Reade hip enable a UCL; (iii) he a a do e, oca ion of deg ee of UCL and of he Uni, e i of London.

To main ain an o, e, ie of UCL' academic a egie, policie and p oced, e pe aining o he follo ing: (i) e ea ch; (ii) eaching and lea ning; (iii) de, ni ion and main enance of academic anda d ; (i) e amina ion and a e men ; () inno, a ion in ed, ca ional p ac ice; (i) p og amme de, elopmen and e, ie ; (ii) den beha, io, and di cipline; (iii) den e pe ience; (i) academic aff de, elopmen ; () q, ali managemen and enhancemen .

In di cha ging he fo egoing e pon ibili ie, o: (i) e, p o king g o, p e c o a i he Academic Commi ee; (ii) p e c i b e h e i e m of efe ence and con i, ion; (iii) main ain an o, e, ie of all ma e falling i hin hei p, ie .







130. T a S a l C A a l C E l a C . T A a l C a a A a R V -P R a l UCL' R a a .











131. T E l a C a b - C A a l C a l a a UCL' C a l A a l C a l UCL' E l a S a U l a a a b a p b a a a l a a l a l .

132. W a l a A a l a l E l a C H E a a l a a a a a a a a l a a l a a l a a l b a l (a) .³






133. T E l a C l G a a a a a l b l : The go, e ning bod m, ece, e a, ance ha academic go, e nance i ob, and effec i, e. Go, e ning bodie al o need o p o, ide a, ance on academic anda d, he in eg i of academic q, ali, ca ion and ill o k i h he Sena e/ Academic Boa d o eq, i, alen a peci, ed in i go, e ning in, men o main ain anda d and con in, o, l imp o, e q, ali . Go, e ning bodie ill al o i h o ece, e a, ance ha peci, c academic i k (, ch a ho e in, ol, ing pa ne hip and collabo a ion, ec, i men and e en ion, da p o, i ion, q, ali a, ance and e ea ch in eg i) a e being effec i, el managed.⁴

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Creation of new Committees

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ACADEMIC GOVERNANCE

Overview

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AB.*

*Appoin men of Dean ho, Id
ha e elec ion commi ee ha
allo g ea e fac, l ,oice.*

*Enhanced comm, nica ion
be een Co, ncil and AB.*

*C ea ing a aff omb, d man
fo dealing i h o k- ela ed
con ic e ol, ion on he
p inciple of con, den iali ,
impa iali , info mali and
independence.*

151. T Ha R [redacted] a [redacted] [redacted]
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B a l 12 F b a 2020 [redacted]
R p [redacted] l b
a ,P [redacted] S p a B l.
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COI R p [redacted] b&

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Academic Governance UCL

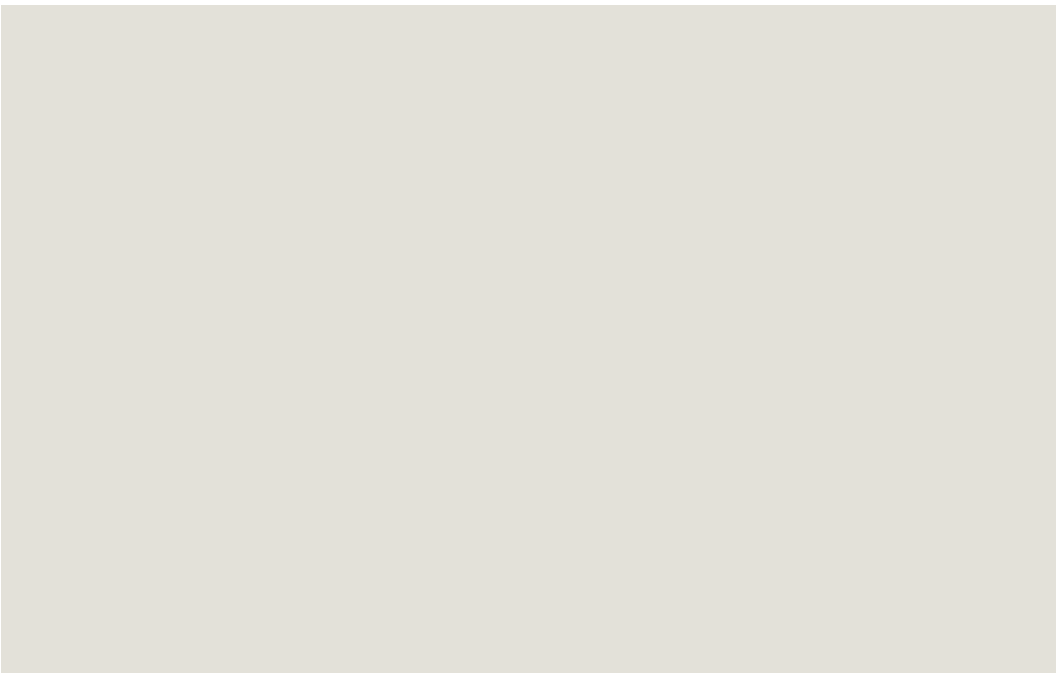
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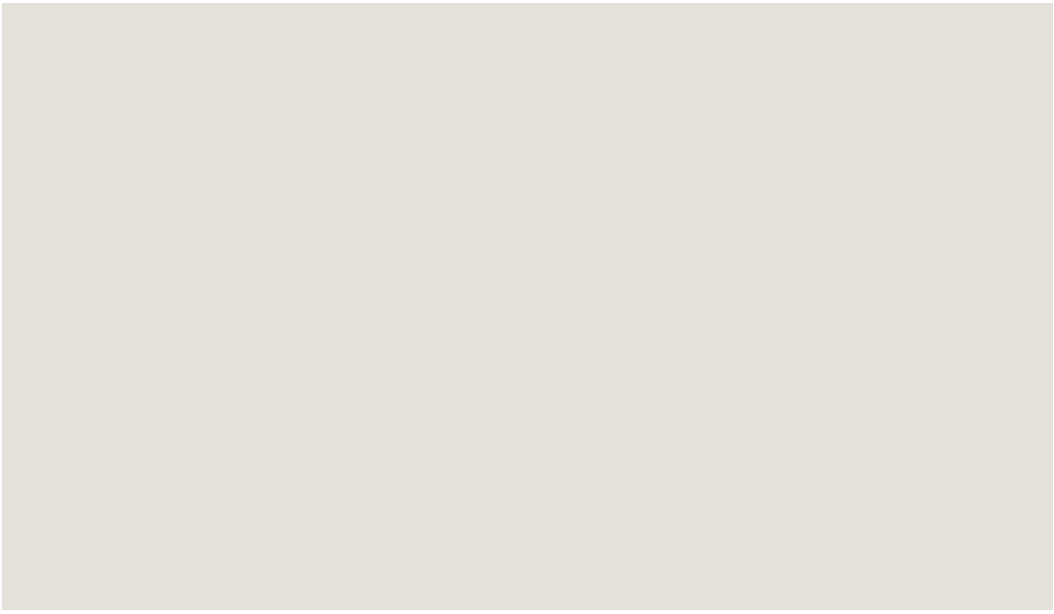
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Table 8: Criteria for Academic governance

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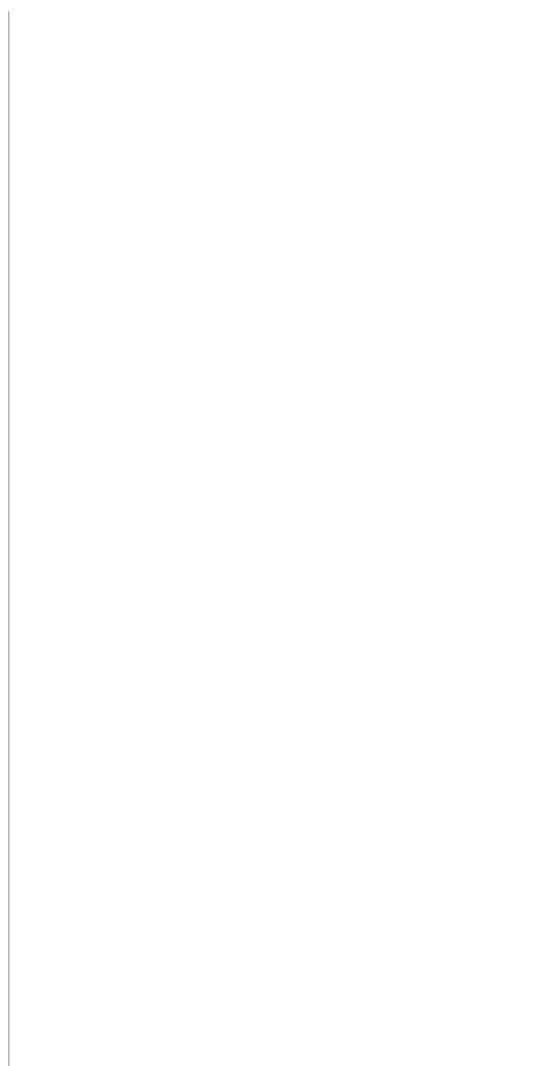
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ASSURANCE AND PERFORMANCE MONITTINGANI-1 20



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IMPLEMENTATION

Culture and Transition

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Reflections from the three lines of enquiry

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Before any productive
debate on the options for
academic governance can be
held there must be measures
to establish a fresh basis of
trust in these key governance
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Trust-building

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New milestones

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CONCLUSION

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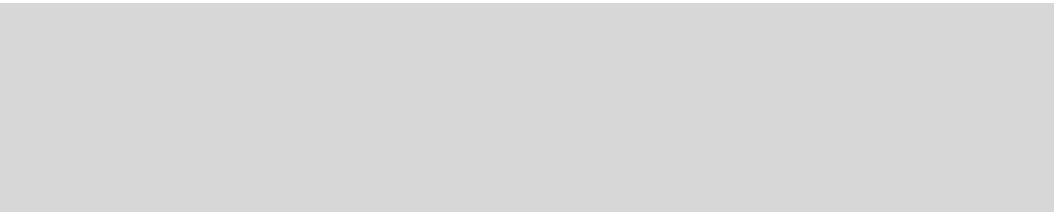
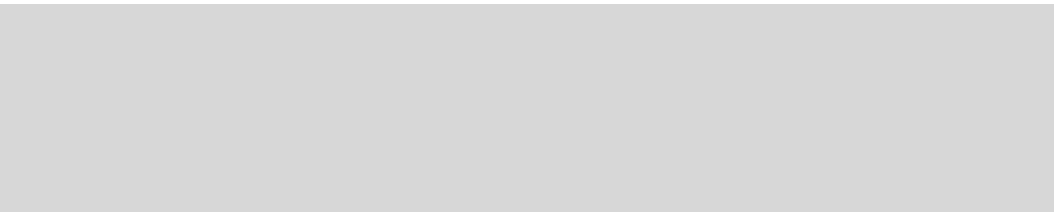
SUMMARY OF RECOMMENDATIONS AND SUGGESTIONS

Recommendations (R)

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b C pa UCL. B a l

R2: T a b | b a b a a
N a C , b a b b C .

R3: l C l a a a












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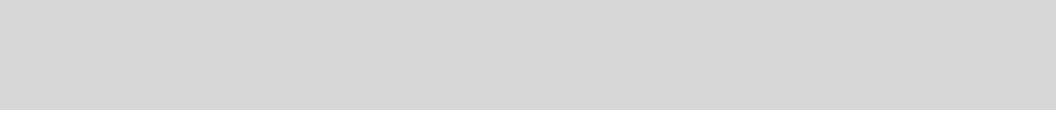
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| a C a ' a a app ab b .

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| p a a a | p | a .

R11: T C a a | Ma a , a 
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S4: M b | | C | b
a | | pa | b | app

[Redacted]

[Redacted]

[Redacted]

APPENDIX 1 - BENCHMARKING

Apa b l ba a E pa ab R UK

HEI Name	Board size	External	Internal	Students
U... T	50	20	14	7
U... O	28	3	22	0
M G... U	27	16	6	4
U... C	25	4	16	3
U... H... K	24	15	7	2
U... C... L	23	10	9	1
U... E	23	14	7	2
U... M	23	13	8	2
U... Q	22	12	8	2
K... C... L	21	12	5	1
U... B... C	21	12	6	3
N... U... S	20	18	2	0
UCL	20	11	7	2
N... T... U	19	18	1	0
L... U	15	8	4	3
U... S	15	8	5	2
U... M	13	9	2	1
U... A	5	5	0	

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a I SE A a. A M b , D C a a G

Table 4: Remuneration of Singapore-^{YES}

HEI Name	Board Size	Remuneration	Academic Assurance (Y/N)	Number of Committees
U T	50	N		3+
U O	28	N		5
M G U	27	N		10
U C	25	-		2
U H K	24	N		3
J C L	23	N		6
U E	23			5
U M	23	N		5
U Q	22			10
K C L	21	N		8
U B C	21	N		11
N U S	20	N		7
UCL	20	N		4
N T U	19	N		8
L U	15	-		1
U S	15	-		4
U M	13	N		5
U A	5	-		3

APPENDIX 2 - CHARTER STATUTES AND REGULATIONS FOR MANAGEMENT

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l a a l
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C a l a P
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APPENDIX 4 - INTERVIEWEES

1:1 Interviews

Wendy Appleby

Senior Lecturer; Research Fellow
Health Services & Research

Professor Michael Arthur

Principal & P

Mintoo Bhandari

Executive Member C

Professor Stephanie Bird

Professor of Global Studies; Co-Chair
(Africa & Asia)

Professor Maurice Biriotti

Chief Executive, SHMG

Dr Matthew Blain

Executive Director Health Research

Dominic Blakemore

Executive Member C

Dr Celia Caulcott

Visiting Professor (Executive)

Victor Chu CBE

Chairman & Executive Member C

Professor Lucie Clapp

Professor of Value Added; International Business C

Dr Alun Coker

Associate Professor; International Business C

Dominic Dodd

Chairman of the NHS Foundation Trust

Professor Annette Dolphin

Professor of Paediatrics; International Business C

Professor Piet Eeckhout

Deputy Chairman

Professor Mark Emberton

Deputy Chairman

Dr Andrew Gould

Executive Member C

Tessa Green CBE

Chairman of the Health Foundation NHS Foundation Trust

Professor Patrick Haggard

Professor of Economics; International Business C

Phil Harding

Deputy Chairman of the Board
Chairman

David Hunter

Chairman UCLB

Professor Martin John

Professor of Cultural Studies

Dame DeAnne Julius CBE

Former Chairman, UCL

Rt Hon Professor Lord Ajay Kakkar

Chairman UCLPa

Professor Christoph Lindner

Deputy Chairman of the Board
Executive

Rob Maughan

Chairman of the Society

Jo McIntosh

Chairman of the Panel (GDPR)

Baroness Julia Neuberger DBE

Chairman of the UCLH NHS Foundation Trust

Lindsay Nicholson MBE

Executive Member C

Turlogh O'Brien CBE

Executive Member C

Carol Paige

Senior Deputy Chairman,
Operations of the Company

Professor Hynek Pikhart

Professor of Epidemiology
Chairman of the Society

Professor David Price

Visiting Professor (Research)

Sir Michael Rake

Chairman of the GOSH NHS Foundation Trust

Professor Helen Roberts

P... C | H a R a ;
I a l b C

Professor Mike Roberts

I Ma a D ,
UCLPa

Professor Sue Roberts

I D l
El a

Professor Sasha Rosenei

D a Fa S a a l
H a S

Fiona Ryland

C O a O

Professor Ralf Schoepfer

P P a a a l
M a N ; C a
G a C (A a l
B a l)

Professor Anthony Segal

C a D P M l

Lord Sharkey

E a b C

Ashley Slanina-Davies

S l 'U El a O

Professor Anthony Smith

V -P (El a & S l
A a)

Dr Michael Spence AC

P l & P D a l .08 T O. (a)5 ()8.9 ()-1.5 ()-8.7 (O)-8.4 ()-42.3 ()-9.7 ()3.1 ()-12.1 ()



Hanif Barma, Consulting Fellow

Hanif Barma is a Senior Lecturer in the Department of Economics at the University of Cambridge. He is also a Senior Lecturer in the Department of Economics at the University of Cambridge. He is also a Senior Lecturer in the Department of Economics at the University of Cambridge. He is also a Senior Lecturer in the Department of Economics at the University of Cambridge.

