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The Court

The Chancellor
The Members of the Council
The Members of the Senate

Up to twelve members of convocation

Mrs P.A. Allen
Mrs D. Barnes-Phillips
Mr R.D.W. Betts
Mr I.J.P Burn
Mr L. James
Mr E. Lyons
Mr A.J.A. Sheldon
Ms B. Wainwright
(Four vacancies)

The University Officers

Chief Strategy Officer and University Secretary  Dr R.J. Messer
Chief Operating Officer  Mr D.C.L. Savage

Industrial and Commercial Partners

Dr F. Abba  Foster Wheeler Ltd
Sir Michael Bichard  Greenlands Trust
Mr M. Blunden  Boyes Turner
Mr A. Chalkley  Boyes Turner
Mr S. Dando  Thomson Reuters
Dr P.A. Erskine  Telefónica
Mr T. Evans CBE  TVEP
Mr A. Froggatt  Reading Real Estate Foundation

Mr P.J.K. Haslehurst  Luxfer Group
Mr N. Kempner  Reading Real Estate Foundation

Ms S. Ladbrook
Professor J. Lynch  formerly Forest Research
Mr J. Nike  Nike Group
Mr C. Parker  Microsoft Ltd
Mr M. Patel  Manichem
Sir Michael Rake  BT and the UK Skills Commission

Mr S. Rankin  CBI
Mr M. Samworth  CBRE
Mr M. Saunders  PriceWaterhouseCoopers
Mr S. Smith  
Chair of the Henley Alumni Board and of Amex Card Services

Mr T. Wheeler  
Brixton plc

Dame Jo Williams  
The Chief Executive Officer of QinetiQ

Supporters of the University

(i) Up to six representatives of the Friends of the University to serve until the yearly meeting in 2017
   Mr T. Bottomley
   Dr J.M. Grainger
   Mr W. Hartley Russell
   Mrs A.E. Haworth
   Mrs B.L. Morris
   Mr D.G. Wood

(ii) Mr J. Cook
     Viscountess Hambleden
     Sir William McAlpine
     Lord Poole

Members of Parliament

Mr R. Benyon MP  
Newbury

Mr J. Howell MP  
Henley

Ms F. MacTaggart MP  
Slough

The Rt Hon Theresa May MP  
Maidenhead

The Rt Hon John Redwood MP  
Wokingham

Mr A. Sharma MP  
Reading West

Mr R. Wilson MP  
Reading East

County Dignitaries

(i) The Lord Lieutenant of the Royal County of Berkshire (Mrs M. Bayliss)

(ii) Up to four Deputy Lieutenants, on the nomination of the Lord Lieutenant of Berkshire
    Mrs S. Errington CBE DL
    Mr D. Gardiner DL
    Mr R. Watson DL

(iii) The High Sheriff of the Royal County of Berkshire

(iv) The Lord Lieutenant of Buckinghamshire (Sir Henry Aubrey-Fletcher)

Local Mayors

The Mayor of Henley-on-Thames  
Councillor M. Akehurst

The Mayor of Reading  
Councillor T. Jones

The Mayor of Wokingham  
Councillor M. Bishop
Local authority officers

The Chief Executive of Reading Borough Council
The Chief Executive of Wokingham Borough Council
The Chief Executive of Wycombe District Council

Health professionals

Nominated by the Pro-Vice-Chancellor

Chairman, Royal Berkshire Foundation NHS Trust (Mr S. Billingham)
Chair, Berkshire Healthcare NHS Foundation Trust (Mr J. Hedger)
Acting Chief Executive, Royal Berkshire NHS Foundation Trust (Mr A. Flowerdew)
Chief Executive, Berkshire Healthcare NHS Foundation Trust (Mr J. Emms)

Employers of Reading graduates

Nominated by the Director of the Careers, Placement and Experience Centre

Mr P. Taylor-Smith (SEEDA)

Vacancies

Associated Institutions and Associate College Network to serve until the yearly meeting in 2017

(i) The Heads of Associated Institutions

Christ Church, Oxford Professor S. Dadson (31.7.2019)
College of Estate Management
East Malling Research Professor P.J. Gregory
Eden Project Ltd Dr T. Smit
Institute for Animal Health Vacancy
Natural History Museum Sir M. Dixon
NERC Centre for Ecology and Hydrology Professor M. Bailey
Randolph College Dr L. Franke
Reading Scientific Services Ltd Mr A. Gundle
Rothamsted Research Professor M. Parry
Royal Horticultural Society Ms S. Biggs
The Royal Botanic Gardens Professor S.D. Hopper

(ii) Principals of Colleges in the Associate College Network

East Berkshire College Ms J. Robertson
Sparsholt College Mr M. Ridout
Bracknell and Wokingham College Mr C. Christie
Basingstoke College of Technology Ms L. Pickering

Up to twenty representatives of Local Schools to serve until the Yearly Meeting indicated

Vacancy Prospect School, Tilehurst 2014
Mrs M. Ball Baylis Court Secondary School 2017
Mr C. Clare Geoffrey Fields Junior School 2017
Mr P.G. Dick Kennet School, Thatcham 2017
Mr N. Dimbleby  
*Highdown School, Emmer Green*  
2017

Vacancy  
*Edgebarrow School, Crowthorne*  
2014

Mrs K. Gauld  
*Hillside Primary School, Reading*  
2017

Mrs M. Hernandez Estrada  
*Slough Grammar School*  
2017

Mrs V. Houdley  
*The Downs School, Newbury*  
2017

Mr C. House  
*Dove House School, Basingstoke*  
2017

Mr P. Lewis  
*Bulmershe School, Woodley*  
2017

Mr A.J. Linnell  
*Desborough School*  
2017

Vacancy  
*The Emmbrook School, Woodley*  
2014

Ms T. Opalko  
*St Edmund Campion Primary*  
2017

Mr D.J. Ramsden  
*Little Heath School, Tilehurst*  
2017

Ms B.E. Stanley  
*Abbey School, Reading*  
2017

Vacancy  
*Maiden Erleigh School*  
2014

Mr N. Williams  
*Leighton Park School, Reading*  
2017

Mrs K. Winrow  
*Ranelagh School, Bracknell*  
2017

Mrs H. Winter  
*The Piggot School, Wargrave*  
2017

---

*Recent Honorary Graduates and Fellows of the former Henley Management College*

Professor J.R.L. Allen  
Dr. L. Arnold  
Sir John Armit  
Professor J. Beer

Dr H. Blumenthal  
Dr M. Bond  
Dame Lynne Brindley  
Dr D. Burridge  
Dr A. Carnwath  
Dr T.A.B. Corley  
Dr P.A. Erskine  
Dr J. Fletcher  
Dr T.G. Ford  
Dr J. Godfrey  
Dr M. Green  
Lord Hennessey of Nympsfield  
Dr P. Hillebrandt  
Professor J.R. Knowlson  
Dr S. Lehrfreund  
Dr P. Lindley  
Professor G. Materlik  
Sir Peter Michael  
Sir Nicholas Montagu  
Dr C. P. Peacock  
Ms V. Scoular
Professor J. M. Slingo
Dr S. Solomon
Mr J. Steele
Emeritus Professor M.L. Twyman
Dr P. Walsh
Sir Philip Wroughton

Former members of the Council of this University (appointed by the Council to serve in perpetuity)

Mr W. Barclay
Dr G.P. Botting
Mr R. Buller
Mr J.D. Fishburn
Mr D. Gibbons
Miss C. Harmer
Dr J.C.F. Hayward
Councillor Mrs P. Helliar-Symons
Professor A.M. Hodge
Mr D. Luffrum
Dr G. Marshall
Dr P.D. Orchard-Lisle
Dr E.S. Page
Mr A.E. Palmer
Dr W.A. Palmer
Dr A. P. Reed
Mrs J. M. Scott
Dr P.T. Warry
Dr J.D. Wilkins
Professor Sir Roger Williams
The Council

Ordinance A1 and A2 define the membership and powers of the Council. The normal period of tenure is three years.

Class 1: Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
The Pro-Vice-Chancellors
The Dean of the Henley Business School

Class 2: Sixteen persons not being employees or registered students of the University to be appointed by the Council.

Mr T. Bartlam 31.7.2017
Mr T. Beardmore-Gray 31.7.2017
Lord Crisp 31.7.2017
Mr K. Corrigan 31.7.2019
Mrs P. Egan 31.12.2018
Dr P.A. Erskine 31.7.2019
Mr R.E.R. Evans (Vice-President of the Council) 31.7.2018
Dame Moira Gibb 31.7.2019
Mrs K. Owen 31.7.2018
Mr H.W.A. Palmer QC 31.7.2017
Dr P.R. Preston (President of the Council) 31.7.2019
Mr S.C.C. Pryce 31.7.2019
Dr B. Rawal 31.12.2018
Mr S.P. Sherman 31.7.2019
Ms S. Webber 31.7.2018
Ms S.M. Woodman (Vice-President of Council) 31.7.2017

Class 3: Two members of the Academic Staff of the Leadership Group elected from among their own number in such a manner and under such conditions as are prescribed by the Council for the election of members of the Academic Staff to the Senate under Ordinance A1.

Professor L. Butler 31.7.2019
Professor J. Park 31.7.2019

Class 4: One member of the Senate not being a registered student of the University to be appointed by the Senate.
Class 5: One member of the Academic Staff of the University elected from among their own number in such manner and under such conditions as are prescribed by the Council for the election of members of the Academic Staff to the Senate under Ordinance A1.

Dr O. Kennedy

Class 6: One member of the staff of the University not being a member of the Academic Staff elected in such a manner as the Council shall from time to time determine.

Ms M. Hargreaves

Class 7: Two Officers of the Students' Union and two alternates as determined from time to time by the Council after consultation with the Students' Union.

The President of the Students' Union
Welfare Officer of the Students' Union

Alternates

Diversity Officer of the Students’ Union
Student Activities Officer of the Students’ Union

Secretary: The University Secretary (for whom Mr K.H.S. Swanson acts)
The Senate

*Ex officio*

The Vice-Chancellor
The Deputy Vice-Chancellor
The Pro-Vice-Chancellors

**Deans**

Professor J. Board
Professor D.C. Berry

*Henley Business School*
*Postgraduate Research Studies*

**The Research Deans**

Dr P. Newton
Professor R. Bennett
Professor A. Williams
Professor R. Gilchrist
Professor D. Zaum

*Environment*
*Food*
*Health*
*Heritage and Creativity*
*Prosperity and Resilience*

**Teaching and Learning Deans**

Professor C.L. Furneaux
Dr D.M. Carter
Professor R. Gibbard
Dr O.B. Kennedy
Dr A. Callaghan (for 2016-17)
Dr E. McCrum

**The Heads of the Schools**

Professor Jonathon Bignell/ Dr Jon Gibbs

Dr N.P. Branch
*Archaeology, Geography and Environmental Science* 31.7.2019

Professor S. Breau
*Law* 31.7.2018

Professor L.T. Butler
*Psychology and Clinical Language Sciences* 31.7.2022

Professor B. Cosh
*Mathematical, Physical and Computational Sciences* 31.12.2022

Professor A.J. Donnell
*Literature and Languages* 31.7.2017

Professor M.D.E. Fellowes
*Biological Sciences* 31.7.2018

Professor S.D. Green
*Built Environment* 31.7.2018

Professor U. Kambhampati
*Politics, Economics and International Relations* 31.7.2019
One person other than the Head of School elected by and from amongst the members of the Academic Staff in that School. Each member so elected shall hold office for three years and shall be re-eligible.

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr M. Ambaum</td>
<td>Mathematical, Physical and Computational Sciences</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Dr C. Becker</td>
<td>Literature and Languages</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>Dr L. Bennett</td>
<td>Law</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Dr A. Chippindale</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Professor P. Darbre</td>
<td>Biological Sciences</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Professor S. Graham</td>
<td>Institute of Education</td>
<td>31.7.2019</td>
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<tr>
<td>Dr T. Lees</td>
<td>Built Environment</td>
<td>31.7.2019</td>
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<tr>
<td>Dr E. Mayhew</td>
<td>Politics, Economics and International Relations</td>
<td>31.7.2017</td>
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<tr>
<td>Dr E. McSorley</td>
<td>Psychology and Clinical Language Sciences</td>
<td>31.7.2018</td>
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<tr>
<td>Dr C. Okereke</td>
<td>Archaeology, Geography and Environmental Science</td>
<td>31.7.2019</td>
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<tr>
<td>Professor H. Parish</td>
<td>Humanities</td>
<td>31.7.2017</td>
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<tr>
<td>Mr S. Thomas</td>
<td>International Study and Language Institute</td>
<td>31.7.2019</td>
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<tr>
<td>Mrs E. Rigby</td>
<td>Henley Business School</td>
<td>31.7.2017</td>
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<tr>
<td>Mr D. Stannard</td>
<td>Henley Business School</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Mr R. Tranter</td>
<td>Agriculture, Policy and Development</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Vacancy</td>
<td>Arts and Communication Design</td>
<td>31.7.2019</td>
</tr>
</tbody>
</table>

Twelve Professors elected by and from amongst the Professors including those appointed to an established Professorship, those accorded the title of Professor and those in Research and Analogous Grade IV who have been accorded the title of Professor. Each member so elected shall hold office for three years and shall be re-eligible.

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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<tbody>
<tr>
<td>Professor P. Kruschwitz</td>
<td>31.7.2017</td>
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<tr>
<td>Professor A. Marzano</td>
<td>31.7.2017</td>
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<td>Professor G. Razzu</td>
<td>31.7.2017</td>
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<tr>
<td>Professor S. Walker</td>
<td>31.7.2017</td>
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<td>Professor P. Hadley</td>
<td>31.7.2018</td>
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<td>Professor E. Kindel</td>
<td>31.7.2018</td>
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<tr>
<td>Professor P. Riddell</td>
<td>31.7.2018</td>
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<tr>
<td>Professor M. Almond</td>
<td>31.7.2019</td>
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<tr>
<td>Professor R. Frazier</td>
<td>31.7.2019</td>
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<tr>
<td>Professor G. Gibson</td>
<td>31.7.2019</td>
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<tr>
<td>Professor P. Glaister</td>
<td>31.07.2019</td>
</tr>
<tr>
<td>Professor J. Setter</td>
<td>31.07.2019</td>
</tr>
</tbody>
</table>
Twelve Associate Professors and Lecturers elected by and from amongst the Associate Professors and Lecturers, excluding professors.

Dr D. Powell  31.7.2017
Ms. C. Duckett  31.7.2017
Dr C. Fuller  31.7.2017
Dr R.J. Harris  31.7.2018
Dr P. Hatcher  31.7.2018
Dr M. Nicholls  31.7.2018
Dr I. Bland  31.7.2018
Dr C.J. Smith  31.7.2018
Dr C. Steel  31.7.2018
Dr C. Collins  31.7.2018
Dr J. Creighton  31.7.2018
Dr H. Bilton  31.7.2018

Five officers of the Students’ Union as determined from time to time by the Senate after consultation with the Students’ Union.

The President of the Students’ Union  7.2017
The Education Officer  7.2017
The Welfare Officer  7.2017
The Diversity Officer  7.2017
The Student Activities Officer  7.2017

One member elected by and from amongst the registered students of each School. Each member shall hold office for one year and shall be re-eligible.

Ms G. Angelis  Chemistry, Food and Pharmacy
Mr E. White  Archaeology, Geography & Environmental Science
Ms H. Bonney  Politics, Economics and International Relations
Mr O. St. John  Henley Business School

Not more than five members co-opted by the Senate for such period not exceeding three years as the Senate shall on each occasion of co-option determine.

Professor T.A. Downes  31.7.2017

Secreary  The University Secretary (for whom Ms L.V. Sharman acts)
The Chief Operating Officer and the Chief Strategy Officer and University Secretary have a right of attendance at meetings of the Senate.
Teaching and Learning

University Board for Teaching and Learning

*Ex officio*

- The Vice-Chancellor
- The Deputy Vice-Chancellor
- The Pro-Vice-Chancellor (Teaching and Learning) *(Chair)*

**Teaching and Learning Deans**

- Dr A. Callaghan
- Dr D.M. Carter
- Professor C.L. Furneaux
- Professor R. Gibbard
- Dr E. McCrum
- Dr O.B. Kennedy

Chief Strategy Officer and University Secretary  
Academic Director (Teaching and Learning) University of Reading Malaysia  
Director of Student and Applicant Services  
Dean of Postgraduate Research Studies  
Director of the Centre for Quality Support and Development  
The Education Officer of the Students’ Union  
The Diversity Officer of the Students Union

*By invitation*

- Director of Student Development and Access  
  Dr P.E. Woodman

**Secretary**

- Mrs V.A. Howard (appointed by the University Secretary)
Terms of Reference

1. Subject to the authority of the Senate and in accordance with the Strategy for Learning and Teaching to develop, regulate and co-ordinate all teaching and related study in the University, with particular reference to matters relating to quality assurance and the student experience;

2. To implement the T&L Strategy as recommended by the Teaching and Learning Strategy Board (TLSB);

3. To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate;

4. To articulate with the Committee on Postgraduate Research Studies and School Boards for Teaching and Learning.

5. The Board shall report to the Senate of the University, the Teaching and Learning Strategy Board (TLSB) and School Boards for T&L. UBTL will report, by exception, to the University Executive Board (UEB).

Teaching and Learning Strategy Board

Ex officio

Pro-Vice-Chancellor (Teaching and Learning) (Chair)  Professor G. Brooks
The Teaching and Learning Deans
Dr A. Callaghan (until 31.5.2017)
Dr D.M. Carter
Professor C.L. Furneaux
Professor R. Gibbard
Dr E. McCrum
Dr O.B. Kennedy

Chief Strategy Officer and University Secretary  Dr R.J. Messer
T&L Strategic Projects Manager  Ms C. Coleman

In Attendance

Mrs S. Nolan, PA to the PVC Teaching & Learning

Secretary  Mr K.H.S. Swanson

The Teaching and Learning Strategy Board will normally meet monthly. Other colleagues will be invited to attend meetings for specific items as appropriate.
Terms of Reference:

1. To have oversight of, and provide strategic direction for, all Teaching and Learning (including Student Experience) matters across the University;
2. To develop the University Learning and Teaching Strategy;
3. To monitor the T&L KPIs, determine whether targets are being met and what resource/other support might be required to meet those targets;
4. To prioritise T&L strategic initiatives and projects and to monitor progress of the portfolio of T&L Strategic Projects;
5. To consider appropriate spend of TLDF monies;
6. To consider future markets/subject areas/countries/modes of delivery that the University might wish to develop;
7. To report to the University Executive Board and to liaise with other boards and committees as appropriate.

University Programmes Board

Ex officio

- Teaching and Learning Dean (International) Professor R. Gibbard (Chair)
- The other four Teaching & Learning Deans Dr D. Callaghan (Vice Chair)
  Dr D. M. Carter
  Professor C.L. Furneaux
  Dr E. McCrum
  Dr O.B. Kennedy
- Pro-Vice-Chancellor (Global Engagement) Mr V. Raimo
- Director of CQSD Mr K.H.S. Swanson
- Director of Admissions Mr J.H. Ackroyd
- A representative from Marketing Communication and Engagement Mr M. Berger-North
- A Representative from RUSU

Right of Attendance

- The Senior Quality Support Officers (Programmes) Miss R. Brown
  Mrs L. Tomlinson
- Teaching and Learning Officer (HBS) Miss A. Gushurst-Moore

Secretary: Mr R.J. Sandford

The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.
Terms of Reference

1. To take strategic oversight of new programme proposals and to refer such proposals to the Teaching and Learning Strategy Board for advice when necessary;
2. To give advice and guidance on new and nascent programme proposals, including those involving international collaborations and at the MoU approval stage;
3. To approve new programme proposals (having considered both the academic and business case elements) and report to UBTL;
4. To ensure that the Curriculum Framework is used to inform the development of any new programmes;
5. To monitor and review newly approved programmes two years after their introduction;
6. To review the performance of existing programmes on a regular basis as deemed appropriate using, inter alia, the UG and PGT criteria Toolkits;
7. To (re)approve programmes for a further/initial six years, as appropriate (consequent to the Periodic Review of programmes on the recommendation of the Sub-Committee on the Delivery and Enhancement of Teaching and Learning);
8. To approve programme withdrawals and suspensions;
   To review the current programme approval process and make recommendations for alterations as necessary;
9. To report to UBTL and the Global Engagement Strategy Board and to TLSB, as necessary.

Recruitment and Admissions Steering Group

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
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<tbody>
<tr>
<td>Pro-Vice-Chancellor (Academic Planning and Resource) (Chair)</td>
<td>Professor R. Van de Noort</td>
</tr>
<tr>
<td>Pro-Vice-Chancellor (Teaching and Learning)</td>
<td>Professor G. Brooks</td>
</tr>
<tr>
<td>Pro-Vice-Chancellor (Global Engagement)</td>
<td>Mr V. Raimo</td>
</tr>
<tr>
<td>Chief Strategy Officer and University Secretary</td>
<td>Dr R.J. Messer</td>
</tr>
<tr>
<td>The Teaching and Learning Deans</td>
<td>Dr D.M. Carter</td>
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<td></td>
<td>Professor C.L. Furneaux</td>
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<td>Professor R. Gibbard</td>
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<td>Dr E. McCrum</td>
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<td>Dr O.B. Kennedy</td>
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<td>Professor D.C. Berry</td>
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<tr>
<td>Dean of Postgraduate Research Studies</td>
<td>Mrs A. Cheshire</td>
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<tr>
<td>Director of Academic and Student Services</td>
<td>Mr J.H. Ackroyd</td>
</tr>
<tr>
<td>Director of Admissions and Conversion</td>
<td>Mr K. France</td>
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<tr>
<td>Director of Global Recruitment</td>
<td>Mr B. Cooper</td>
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<tr>
<td>RUSU President</td>
<td>Dr E. Wilding</td>
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<tr>
<td>Deputy Director of the International Study and Language Institute</td>
<td>Dr C. Moran</td>
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<tr>
<td>Planning Manager</td>
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Secretary: Ms C. Redzikowska (appointed by the University Secretary)

Terms of Reference:

1. To monitor admissions statistics during the recruitment and admissions cycle, provide Heads of School with timely information where agreed student number targets are projected to be missed, and to determine any significant in-year changes to recruitment or admissions approach following consultation with the relevant Head(s) of School;

2. To consider recommendations on, and formally approve, entry standards for all undergraduate and post-graduate programmes, and English Language requirements for non-UK students, including incoming Study Abroad and ERASMUS students;

3. To determine the effectiveness of activities and strategies for medium and long-term admissions, marking and communications activities in relation to all areas of student recruitment;

4. To recommend, from time to time, the University’s Admissions Policy through the University Board for Teaching and Learning (UBTL) to the Senate;

5. To report to the Planning Group and the University Board for Teaching and Learning as appropriate.

Sub-Committee on Delivery and Enhancement of Learning and Teaching

The Teaching and Learning Deans (of whom two will act as Joint Chair) Dr D.M. Carter and Dr E. McCrum
The Education Officer of the Students’ Union Dr P.E. Woodman
The Welfar Officer of the Students’ Union Professor V.A. Gibson
Director of Student Development and Access Ms H. Hathaway (alternate: Mrs J.H. Munro)
Chair of the Committee on Teaching and Learning Facilities Mr J. Leary
Chair of the Committee on Teaching and Learning Facilities Mr K.H.S. Swanson
Head of Academic Liaison and Support, University Library Ms V. Holmes
Director of IT Mrs L. Perry (alternate: Mr C. Baker)
Director of Quality Support and Development Dr M. Reid (alternate: Dr K. Shahabudin)
Head of Technology Enhanced Learning
University Examinations Officer
Five members of the Academic Staff of the University

Dr K. Ayres (alternate: Dr H.J. McGoff)
Dr E. Mayhew (alternate: Dr R. Harris)
Dr C. Padgett (alternate: Professor P. Miskell)
Dr K. Strohfeldt (alternate: Dr A. Culham)
Vacancy

Co-opted Examinations Manager, Henley Business School (Miss T. Shore)

Right of Attendance

A Pro-Vice-Chancellor (Professor G. Brooks)
Dean of Postgraduate Research Studies (Professor D.C Berry)

Secretary Ms J. Chetcuti (appointed by the University Secretary)

The Sub-Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items.

Terms of Reference:

(a) To take an institutional overview of matters relating to teaching and learning enhancement and advise the University Board for Teaching and Learning accordingly;

(b) To consider matters relating to examinations and assessment;

(c) To consider the impact of information services in teaching and learning and ensure that these are appropriately aligned with the University Teaching and Learning Strategy;

(d) To advise and report to the University Board for Teaching and Learning as appropriate.

Sub-Committee on Student Experience and Support

Two Teaching and Learning Deans (whom will act as Joint Chair)
Education Officer of the Students’ Union
Diversity Officer of the Students’ Union
Welfare Officer of the Students’ Union
Director of Student Development and Access
Director of Student and Applicant Services
Head of Student and Academic Services, UoRM
Directors of Careers, Placement and Experience Centre

Professor C.L. Furneaux and Dr A. Callaghan
Dr P.E. Woodman
Ms J. Poulton
Mrs B. Edwards
Ms L. Froud (alternate Ms E. Sowdon)
### Members

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Head of Student Wellbeing Services</td>
<td>Dr A. Peña</td>
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<tr>
<td>Head of Wardens Community of Practice</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Student Resident Liaison Manager</td>
<td>Ms K.L. Jackson (alternate: Ms K.L. Thomas)</td>
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<tr>
<td>The University Chaplain and Chaplaincy Team Coordinator</td>
<td>Revd M.D. Laynesmith</td>
</tr>
<tr>
<td>International Study and Language Institute</td>
<td>Dr E.A Wilding</td>
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<tr>
<td>The Library and Study Advice</td>
<td>Ms H.M Hathaway</td>
</tr>
</tbody>
</table>

**No fewer than two School Directors of Teaching and Learning**

- Dr E. Mayhew
- Vacancy

**No fewer than two Senior Tutors from different Schools than the SDTLs**

- Professor R. Mitchell
- Dr H. Bilton

### Rights of Attendance

- The Pro-Vice-Chancellor (Teaching and Learning)
- The Sub-Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items.

### Terms of reference:

1. The Committee shall normally meet twice in each Term and shall report routinely to the University Board for Teaching and Learning;

2. The quorum for the meetings of the Committee shall be five members of whom at least two shall be employees of the University and at least two of whom shall be officers or employees of the Students’ Union;

3. The Student Careers and Employability Group (SCEG) and the Widening Participation Strategy and Access Agreement Committee (WPSAAC) both report to this Sub-Committee.

4. The role of the Committee will be:
   a) In recognition of the diversity of our students, to take an institutional overview of the University’s support for students (other than direct academic support) and to identify opportunities to enhance this support;
   b) To receive recommendations and reports from SCEG relating to employability and the full range of co-curricular development activities provided by the University;
c) To receive recommendations and reports from WPSAAC relating to Widening Participation and the Access Agreement;
d) To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development and employability activities in terms of students personal, and career development;
e) To monitor activities and data relating to both the student experience and support for students and report on matters which could impede delivery of the University’s objectives.

Sub-Committee on Teaching and Learning Facilities

Chair

Professor V.A. Gibson
Deputy Dean, Henley Business School

Ex officio

The Pro-Vice-Chancellor (Teaching and Learning)

Representatives from Faculties

TBC
Mrs H. Bilton
Dr P. Major
Dr C.A.B Nygaard
Dr E. Fenton
Dr G. Schafer
Mr N.F. Beard (alternate Ms R. Jerrome)
Mrs C. Duckett

English Language and Literature
Education
History
Economics
Leadership, Organisations and Behaviour
Psychology and Clinical Language Sciences
Agriculture, Policy and Development
Construction Management and Engineering

AHSS
AHSS
AHSS
HBS
LS
LS
S

Representatives from Service Departments

Ms M.A. Misselbrook (alternate Ms S. Batchelor)
Mr J. Leary
Mr A. Lawrence (alternate: Ms H. Bampton)
Mrs F. Donovan (alternate Mrs J.L. Pich)

Finance and Corporate Services
IT
IT
Commercial Services, Estates &Facilities

21
Ms M-C. Papaefthimiou
Mrs J.L. Pich
Mr D.J. Wallace (alternate Mrs J.L. Pich)
Ms J. Pendleton
Mrs Michelle Hargreaves (alternate Mrs J.L. Pich)
Vacancy (alternate Mrs L. Virtue)
Mr P. Johnson
Mrs L. Virtue
Ms Charlotte Coleman

Senior TEL Advisor, CQSD
Director of Estates & Facilities
Strategy and Space Management Director
Central Room Bookings and Timetabling
Projects Director
Environment and Sustainability Manager
Library and Collections Services
Campus Services Director
Planning and Strategy Office (PSO)

Representative from the Students’ Union
Education Officer of the Students’ Union
(alternate: The President of the Students’ Union)

Secretary
Mrs J.A. Kelly (appointed by the University Secretary)
Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Estates and Facilities Committee

Research

University Board for Research and Innovation

Ex officio
The Pro-Vice-Chancellor (Research and Innovation) (Chair) Professor S.M. Mithen
A Pro-Vice-Chancellor or the Deputy Vice-Chancellor (in addition to the Chair) Professor R. Van de Noort

The Research Deans
Professor A.C. Williams Health
Professor R. Gilchrist Heritage & Creativity
Professor D. Zaum Prosperity & Resilience
Dr P. Newton Environment
Professor R. Bennett Food

The Dean for Postgraduate Research Studies Professor D.C. Berry
A Dean for Diversity & Inclusion  Professor E.J. Highwood
The Head of Enterprise  Mr A. Carlin
Head of Research Services  Dr A-M. Van Dodeweerd
Head of Finance and Planning  Mrs S.L. Bartlett
Chair of the Research Staff Committee  Dr A.J. Champion
RUSU Postgraduate (Research) Part Time Officet  Vacancy
A representative from the postgraduate research student community  Ms C. M. Dunning
Five members of academic staff  Professor J.P. Spencer
Dr J.S. Latsis
Dr C.J. Chiu
Professor L. Nagib
Dr S. Boateng
Secretary  Dr N.E. Helsby (appointed by the University Secretary)

Terms of reference:

1. To monitor the effectiveness of the 2020 Research Plan and its progress towards achievement of its key performance indicators;

2. To monitor the development of the research themes and achievement of their strategic objectives;

3. To support and monitor the development of interdisciplinary activity across research themes and with external collaborations;

4. To approve major policy decisions and expenditure against University annual and recurrent research and innovations funds, and ensure that such funds are allocated in an effective manner;

5. To support and monitor implementation of PGR recruitment strategies and development of an excellent research and training environment;

6. To support the development of all researchers, ensuring appropriate implementation of the Concordat;

7. To maintain oversight of the activities of its reporting committees, and undertake and advisory role as appropriate;
University Research Committee

Ex officio

The Pro-Vice-Chancellor (Research and Innovation) (Chair)

The Research Deans

Professor A.C. Williams
Professor R. Gilchrist
Professor D. Zaum
Dr P. Newton
Professor R. Bennett

Health
Heritage & Creativity
Prosperity & Resilience
Environment
Food

The Dean for Postgraduate Research Studies
Professor D.C. Berry

The 2020 Research Plan Project Manager
Ms W. Tejada

Secretary
Dr N.E Helsby (appointed by the University Secretary)

By Invitation

Head of Strategic Projects
Dr K. Hough

The Committee will meet formally on a monthly basis and informally on a weekly basis. Other relevant staff will attend formal meetings by invitation.

Terms of Reference:

1. To establish the structures, processes and procedures required for the implementation of the 2020 Research Plan, developing appropriate key performance indicators at institutional, theme and research division level to ensure the strategic objectives of the plan are met;
2. To devise and implement necessary strategies for the achievement of key performance indicators and to monitor their effectiveness;
3. To support and monitor the development of interdisciplinarity within and across research themes;
4. To allocate the University research fund in the most effective manner and devise appropriate mechanisms to ensure the delivery of expected benefits;
5. To devise and implement strategies to support the development of individual researchers at all career stages;
6. To make all required preparations for the University’s submission to the next Research Excellence Framework, including the implementation of any necessary additional process in response to future changes in methods of assessment;
7. To monitor the development and implementation of systems, policies and processes for research outputs and data open access.
Committee on Innovation and Knowledge Exchange

Chair    The Pro-Vice-Chancellor (Research and Innovation) Mr C. McKinnon

The Chief Executive of the Institute for Environmental Analytics Professor J.R. Tiffin

Director of Science (or equivalent) from AIMS

Five representatives from Research Divisions (one for each Research theme)

Professor B.J Whalley  Health
Dr N.P Branch          Heritage & Creativity
Dr A. Nanda            Prosperity & Resilience
Professor C.F Harty    Environment
Dr C.C Fagan           Food

Head of Knowledge Transfer Programmes Dr S.T. Matos

Director of the Thames Valley Science Park Dr D.J. Gillham

Deputy Dean, Henley Business School Professor V.A. Gibson

Head of Enterprise Services Mr A.P. Carlin

Associate Director of Principal Gifts Mr D. Cooper

Head of Engagement & External Relations Vacancy

Careers Placement and Experience Centre Mr J. Bainbridge

Secretary Mr T.J.L Castling (appointed by University Secretary)

Terms of Reference

1. To ensure that the University realises the potential impact of its research through maximising the opportunities emerging from synergies between its innovation, knowledge exchange and commercial activities;
2. To enable and support strong sustained relationships with business and other stakeholders, monitoring the levels of collaboration and their effectiveness;
3. To monitor the development and maintenance of the University’s relationships with end users;
4. To evaluate the impact of our research including through income generation, technology transfer, knowledge exchange and policy development;
5. To have oversight of the University’s commercialisation of research and patent portfolio.
6. The Committee will meet termly and will report to the University Board for Research and Innovation.

**Committee on Research Infrastructure**

*Chair*  
The Pro-Vice-Chancellor (Research and Innovation)  

*The Director of Chemical Analysis Facility (CAF)*  
Professor L.M. Harwood

*The Director of the Reading Functional Imaging Facility (RFIF)*  
Professor J.D. Saddy

*The Chair of the Committee on Museums, Archives and Collections (CMAC)*  
Professor A.J. Donnell

*The Research Deans or their nominees*  
Professor A.C. Williams  
Professor R. Gilchrist  
Professor D. Zaum  
Dr P. Newton  
Professor R. Bennett  

*Health*  
Heritage & Creativity  
Prosperity & Resilience  
Environment  
Food

*A Senior Management Accountant*  
Vacancy

*Director of Estates and Facilities*  
Ms J.L. Pich

*Director of IT or their nominee*  
Mr J. Leary

*Head of Major Gifts or their nominee*  
Mr M. Horton

*Research Operations Manager*  
Dr K. Smith

*Head of Technical Services*  
Dr K. Henderson

*Research Data Manager*  
Dr R.M. Darby

*Secretary*  
Dr N.E. Helsby (appointed by the University Secretary)

**Terms of Reference**

1. To assess short and medium term requirements for research infrastructure in the University, together with all related operational aspects;
2. To make recommendations to UBRI for the allocation of the University’s Research Infrastructure annual fund;
3. To devise and implement mechanisms to effectively monitor the usage of University research infrastructure in relation to the production of high quality research grant applications and research outputs;
4. To devise and implement strategies to ensure the most efficient use of the University’s research infrastructure by internal and external users;
5. The Committee will meet termly and will report to the University Board for Research and Innovation.

Research Travel Grant Sub-Committee

Dr B. Whalley (Chair)
Dr A. Nash

Secretary Ms E. Saxon (appointed by the University Secretary)

Terms of reference:

1. To consider applications for travel funding related to the “outcomes” of personal research, from the following:

   (a) All academic staff paid from whatever source;
   (b) Other members of staff on Research and Analogous staff salary scale except for those employed by bodies that already contain provision for attendance at conferences;
   (c) Research students funded by the University. Such applications must be accompanied by a supporting note from their Supervisor.

2. The Sub-Committee will report to the University Board for Research and Innovation.
**Student Standing Committees**

**Student Appeals Committee**

The Committee will delegate to a panel its powers and responsibilities for considering appeals. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a member nominated by the Council, two members appointed by the Senate and a RUSU Student Officer, normally the Welfare Officer.

*Ex officio*

The Vice-Chancellor (*Chair*)
Alternate: Any Pro-Vice Chancellor who has not had any previous involvement.

*Appointed by Council*

Dr R. Dwyer  
(alternate: A lay member of Council)

*Appointed by Senate*

Dr E.M. Page  31.7.2017  
Professor R.S. Sherratt  31.7.2017  
Professor P.J Almond  31.7.2019  
Dr C. Padgett  31.7.2018  
Mr A.J. Doak  31.7.2017  
Mrs G.Kilner  31.7.2018  
Dr M.J Proven  31.7.2019

The RUSU Full-time Student Officers

*Secretary:* The University Secretary (for whom Mrs C. Hall and Mr J. Paulley acts)

*Terms of reference:*

The Student Appeals Committee “the Committee” has the power and duty to consider appeals against penalties imposed by:  
- The Dean of Student Discipline;  
- The Student Disciplinary Committee;
The Standing Committee on Academic Misconduct;
The Standing Committee on Academic Engagement and Fitness to Study;
The Standing Committee on Fitness to Practise;
The Procedure for appeals against termination of registration resulting from non-submission of a thesis by the Maximum Registration Date.

**Standing Committee on Academic Engagement and Fitness to Study**

The Committee will delegate to a panel its powers and responsibilities for considering cases of academic engagement and fitness to study. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Education Officer, a Teaching and Learning Dean and one School Director of Teaching and Learning or a Senior Tutor from another School.

*Ex Officio*

The Pro-Vice-Chancellor (Teaching and Learning) (*Chair*)
Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.

The Teaching and Learning Deans
The School Directors of Teaching and Learning
The Senior Tutors
The RUSU Full-time Student Officers

**Secretary**    Mrs C. Hall (appointed by the University Secretary)

**Terms of reference:**

The Committee shall consider cases which have been referred to the Committee to determine whether the student’s academic engagement and/or fitness to study has been impaired, and the Committee has the power to impose a range of sanctions including removal from membership of the University.
Standing Committee on Academic Misconduct

The Committee will delegate to a panel its powers and responsibilities for considering and determining cases of alleged misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Education Officer, and two School Directors of Teaching and Learning. The School Director of Teaching and Learning who is responsible for the module in which the student allegedly committed academic misconduct, or the student’s programme, shall not be a panel member.

*Ex Officio*

The Dean of Postgraduate Research Studies (Professor D. Berry) *(Chair)*

Alternate: A Teaching and Learning Dean. A Teaching and Learning Dean shall not be Chair if they have advised the School Director of Teaching Learning on the student’s case at any stage of the procedures.

The RUSU Full-time Student Officers

The School Directors of Teaching and Learning.

*Secretary*  
Mrs C. Hall (appointed by the University Secretary)

*Terms of Reference:*

The Committee is responsible for:

i. Considering cases of alleged misconduct which have been referred to the Committee, and for imposing penalties on those students found to have committed offences of academic misconduct.

ii. Considering appeals of penalties imposed by the School Directors of Teaching and Learning for academic misconduct. The Committee shall only consider an appeal if the student submits a statement of appeal within seven calendared days from being informed of the penalty that has been imposed by the School Director of Teaching and Learning.
Standing Committee on Examination Results

The Committee delegates to a panel its powers and responsibilities for considering appeal of results. The panel shall be drawn from the membership of the Committee and shall comprise: a Pro-Vice-Chancellor (Chair) and any other three members to be selected by the Chair and a Student Officer from Reading University Students’ Union, normally the President of the Students’ Union.

*Ex officio*

A Pro-Vice-Chancellor (Mr V. Raimo) (*Chair*)
Alternative: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.

The RUSU Full-time Student Officers

*Committee members*

- Professor D. Brauner 31.7.2017
- Professor D.S. Oderberg 31.7.2017
- Dr R. Harris 31.7.2018
- Dr R. Foxley 31.7.2018
- Professor P. Miskell 31.7.2017
- Professor C.M.S. Sutcliffe 31.7.2017
- Dr C. Padgett 31.7.2018
- Dr J. Doak 31.7.2018
- Professor H.M.I. Osborn 31.7.2017
- Professor S. Andrews 31.7.2017
- Dr E. McSorley 31.7.2017
- Dr H. Osbahr 31.7.2017
- Professor P. Glaister 31.7.2018
- Professor A. Wade 31.7.2018
- Dr K. Ayres 31.7.2018
- Dr M.E. Lewis 31.7.2017

*Secretary*  
Mrs C. Hall (appointed by the University Secretary)

*Terms of Reference:*

To consider appeals by students against examination results, and to report to the Senate.
Standing Committee on Fitness to Practise

The Committee will delegate to a panel its powers and responsibilities for considering cases of fitness to practise. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Education Officer, a Teaching and Learning Dean and a registered member of the relevant profession from within the University who has not previously been involved with the case.

Ex Officio

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)
Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.

The Teaching and Learning Deans.

A registered member of the relevant profession from within the University who has not previously been involved with the case (should this not be possible, then a second member of senior academic staff, meeting the criteria below, would take this place);

The RUSU Full-time Student Officers
A registered member of relevant profession from outside the University.

Secretary Mr J. Paulley (appointed by the University Secretary)

Terms of reference:

The Committee shall consider cases which have been referred to the Committee to determine whether the student’s fitness to practise has been impaired, and the Committee has the power to impose a range of sanctions including removal from membership of the University.
Student Disciplinary Committee

The Committee will delegate to a panel its powers and responsibilities for considering cases of serious misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Education Officer, a Teaching and Learning Dean, a member nominated by the Council, and one School Director of Teaching and Learning or a Senior Tutor from another School.

Ex Officio

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)
Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.

The RUSU Full-time Student Officers

The Teaching and Learning Deans

Appointed by the Council

Dr J. D Wilkins
Alternate: A lay member of Council

The School Directors of Teaching and Learning

The Senior Tutors

Secretary

Mr J. Paulley (appointed by the University Secretary)

Terms of reference:

Cases of serious student misconduct may be referred to the Student Disciplinary Committee if it is deemed appropriate by the Dean of Student Discipline. The Committee will consider the allegation and has the power to impose penalties set out in the procedures.
Misconduct Appeals Committee

The Committee will delegate to a panel its powers and responsibilities for considering appeals against penalties imposed for student misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Education Officer, and a Senior Tutor who is not the Senior Tutor of the School in which the student is registered.

Ex Officio
Professor Clare Furneaux (Teaching and Learning) (Chair)
Alternate: Any Teaching and Learning Dean

The RUSU Full-time Student Officers

The Senior Tutors

Secretary
Mr J. Paulley (appointed by the University Secretary)

Terms of reference:
The Committee shall, at the student’s request and in accordance with its procedures, consider appeals of penalties imposed for instances of student misconduct. Appeals against penalties for serious misconduct shall be considered by the Student Appeals Committee.

Diversity and Inclusion Strategy Group

Chair appointed by the University Executive Board

Dean of the Faculty of Life Sciences
Professor R.H. Ellis
Dean of the Faculty of Science
Professor B. Cosh
Deputy Dean of Henley Business School
Professor V.A. Gibson
Associate Dean for Teaching and Learning
Dr D.M. Carter
Two Heads of School
Professor R. Gilchrist
Two Representatives from Services
Dr A. Ghobadian
Terms of Reference:

The Diversity and Inclusion Strategy Group provides strategic oversight of matters relating to diversity and inclusion for staff and students at the University of Reading. The Group is responsible for:

1. Setting the University’s strategic agenda in relation to diversity and inclusion;

2. Working with the University Executive Board Diversity Champions to monitor progress against action plans and targets on gender, ethnicity and sexual orientation;

3. Overseeing activity on all protected characteristics and regularly reviewing the University’s priority areas (gender, ethnicity and sexual orientation);

4. Embedding equality approaches in all parts of the University, liaising with staff network groups (i.e. LGBT Plus and Women@Reading), and with the Diversity and Inclusion Consultative Group;

5. Overseeing the University’s legal requirements on equality and diversity including reviewing and monitoring the University’s objectives and agreeing the annual Equality Report; and

6. Working with external organisations and other universities to identify best practise and shape the strategic agenda.

7. The Group reports directly to University Executive Board when necessary, and will alert Staffing Committee and the University Board of Teaching and Learning to matters of relevance.

Open Access Research Data Accessibility Group

Membership

- Professor S. Mithen
- Mrs. A. Sutton
- Dr. R.M. Darby

- Pro-Vice Chancellor (Chair)
- Institutional Repository Manager
- Research Data Manager
Academic Representatives

Professor C. Leglu, MLES
Professor T. Johnstone, Psychology
Dr J. Creighton, Associate Professor, Archaeology

Secretary

Ms E. Saxon, Senior Administrative Officer

Terms of Reference:

1. To have overall responsibility over institutional policies and related procedures in relation to open access publishing and the management of research data, and to monitor their effectiveness;

2. To ensure that institutional policies are fit for purpose and compliant with funder and statutory requirements, including those related to the Research Excellence Framework and research data management;

3. To advise on and support the development of effective communications of these policies;

4. To establish and, where appropriate, review principles and responsibilities and approve mechanisms for allocation of Open Access publishing funding, and monitor its expenditure;

5. To oversee the implementation and continuous development of the Research Data Management Services and the Institutional Repository, ensuring adequate mutual integration and with other services and processes as relevant;

6. From time to time, to establish working groups as required for specific purposes.

Working Methods:

The Open Access and Research Data Group will meet once a term and will report to the relevant formal meeting of the University Research Committee.
Appointments and Governance Committee

Ex officio

The President of the Council      Dr P. Preston (Chair)
The Vice-Chancellor
One Pro-Vice-Chancellor          Professor G. Brooks
One Dean                         Professor S. Chandler-Wilde

Four other lay members of Council

Mr R. Evans                      31.7.2018
Mr S.P. Sherman                  31.7.2019
Mrs K. Owen                      31.7.2018
Ms S. Woodman                    31.7.2017

Two vacancies

Secretary       The University Secretary (for whom Ms L.V. Sharman acts)

By invitation

To be determined by the Chair.

Terms of Reference:

1. The Appointments and Governance Committee shall consist of the following voting members:

   Ex officio
   The President of the Council
   The Vice Chancellor

   Elected members
   One Pro-Vice-Chancellor appointed by Council
   One Dean appointed by Council
   Four members of Council, not being employed or registered students of the University, appointed by Council, each to serve for three years. These members shall be eligible to serve for two consecutive terms but not more.

2. The University Secretary shall be Secretary of the Committee.

3. The Committee shall report to the Council and, where appropriate, to the Senate and to the Strategy and Finance Committee.

4. It shall normally meet at least once in each term.
5. The quorum for meetings of the Appointments and Governance Committee (which has eight members of whom five are lay) shall be four members of whom three must be lay.

6. The functions of the Appointments and Governance Committee shall be as follows

   (a) Non-financial aspects of staffing matters

       The Committee shall discharge the Council’s responsibilities in respect of:

       (i) Committees of Selection;

       (ii) Panels appointed to hear the Appeals against decisions of the Faculty Promotions Group of the Personal Titles Committee or of the Personal Titles Committee;

       (iii) Consideration of governance arrangements in the round, including but not limited to those encapsulated in the CUC Code of Practice for HE, or any successor Code, and matters of diversity and inclusion.

   (c) Nominations Committee

       The Committee shall take to itself, as a discrete element within its meetings, the functions of the Nominations Committee.

   (d) Risk

       The Committee shall monitor such risks as may be assigned to it within the University’s Risk Register.

**Arts: Standing Committee of Council**

The normal period of tenure is three years with eligibility for re-appointment

*Ex officio*

Dr J. Gibbs (Chair)  
The Vice-Chancellor (alternate the Deputy Vice-Chancellor or a Pro-Vice-Chancellor)  
The Head of the University Museums and Special Collections Service

*The Heads of Schools and Departments:*

<table>
<thead>
<tr>
<th>English Language and Literature</th>
<th>Dr A. Nash</th>
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<tbody>
<tr>
<td>Film, Theatre &amp; Television</td>
<td>Professor J. Bignell</td>
</tr>
<tr>
<td>Art</td>
<td>Professor S. Clausen</td>
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</table>
Four members appointed by the Senate

Professor P. Robinson 31.7.2017
Professor F.H.M. Le Saux 31.7.2019
Professor P.M. Miskell 31.7.2017
Dr R.S. Garfield 31.7.2017

One member to be nominated for one year by each of the following:

Reading Borough Council: Vacancy
Reading Film Theatre: Vacancy
Senior Common Room Committee: Dr K. Bicknell

Up to three members of the Academic Staff or others to be co-opted by the Committee

Mrs F.J. Blair
Ms E. Goaty

By invitation

RUSU Student Activities Officer
Student representatives from relevant Departments and Societies

Secretary The University Secretary (for whom Mrs S.J. Pellow acts)

Terms of Reference:

1. To keep under review the buildings and equipment available for Arts activities and to advise on possible developments.

2. To initiate and review such activities relating to the Arts as it deems appropriate.

3. To provide from such funds as it has available support for Arts activities in the University.

4. To have general responsibility for Arts organised in the University.

5. To make such representations on behalf of those concerned with organising Arts activities as it deems appropriate.

6. To seek in consultation with the Officers of the University outside support for Arts activities in the University.

7. To report annually to Senate and Council.
Audit Committee

Three lay members of the Council

- Mr T. Bartlam 31.7.2017
- Mr T. Beardmore-Gray (Chair) 31.7.2017
- Mrs K. Owen 31.7.2018

Two further lay members appointed by the Council, not necessarily from its own number:

- Vacancy
- Mr S. Hawker 31.7.2018

Right of Attendance

The President of the Council
The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)
The Chief Operating Officer

In attendance

- Mr S.P. Sherman 31.7.2019
  Director of Finance and Corporate Services
  Director of Internal Audit Services

Secretary The University Secretary (for whom Ms L.V. Sharman acts)

Terms of Reference:

Constitution

1. The Council has established a committee of the Council known as the Audit Committee.

Membership

2. The Audit Committee shall comprise
   
   (a) A Chair appointed by the Council from among its members.
   
   (b) Four other members appointed by the Council at least two of whom to be from among its members.

3. The University Secretary shall be Secretary to the Committee

4. A quorum shall be three members.
Restrictions

5. (a) At least one member should have recent and relevant experience in finance, accounting or auditing.

(b) Members should not have significant interests in the University.

(c) Those with executive responsibility for the management of the University may not be members.

(d) No member of the Committee may also be a member of the Strategy and Finance Committee unless specifically authorised by the Higher Education Funding Council for England (HEFCE) under the terms of paragraph 50 of Annex B of the Model Financial Memorandum.

Attendance at meetings

6. (a) The following have a right of attendance at meetings:

The President
The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)
The Chief Operating Officer

(b) The Director of Finance and Corporate Services, the Head of Internal Audit Services and other officers, and a representative of the external auditors shall normally attend meetings where business relevant to them is to be discussed. However, at least once a year the Committee should meet with the external and internal auditors without any officers present.

Frequency of meetings

7. Meetings shall normally be held three times each financial year. The external auditors or the Head of Internal Audit Services may request a meeting if they consider it necessary.

Authority

8. The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.

9. The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or President of the Council. However, it may not incur direct expenditure in this respect in excess of £50,000 without the prior approval of the Council.
10. The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members’ responsibilities, the statement of internal control, and any relevant issue raised in the external auditor’s management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council.

**Duties**

11. The duties of the Committee shall be:

(a) To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.

(b) To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.

(c) To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).

(d) To consider and advise the Council on the appointment and terms of engagement of the internal audit service (and the Head of Internal Audit Services, if applicable), the audit fee, the provisions of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.

(e) To review the internal auditors’ audit risk assessment and strategy; to consider major findings of internal audit investigations and management’s response; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the University’s needs (or make a recommendation to the Council as appropriate).

(f) To keep under review the effectiveness of the risk management, control, governance arrangements and data assurance, and in particular to review the external auditors’ management letter, the internal auditors’ annual report, and management responses.

(g) To monitor the implementation of agreed audit-based recommendations, from whatever source.

(h) To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE Accounting Officer, have been informed.
(i) To oversee the University’s policy on fraud and irregularity, including being notified of any action taken under that policy.

(j) To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.

(k) To receive any relevant reports from the National Audit Office, the HEFCE and other organisations.

(l) To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity, and to make recommendations to the Council concerning their re-appointment, where appropriate.

(m) To consider elements of the annual financial statements in the presence of the external auditors, including the auditor’s formal opinion, the statement of members’ responsibilities and the statement of internal control, in accordance with HEFCE’s Accounts Directions.

(n) In the event of a merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.

(o) To review letter(s) of representation requested by the external auditors in relation to the financial statements.

(p) To approve for recommendation to the Council the University’s Whistleblowing Policy, and to monitor and report on statistics on whistleblowing.

(q) To obtain assurances that policies and procedures as defined from time to time are applied consistently.

(r) To obtain assurances that proportionate systems are in place in regard to the integrity of publications.

(s) To review institutional practice in relevant areas compared to available benchmarks.

(t) To review the Committee’s own activities, compliance and effectiveness.

Reporting Procedures

12. The minutes (or a report) of the Committee will be circulated to all members of the Council.

13. The Committee will prepare an annual report covering the University’s financial year and including any significant issues up to the date of preparing the report. The report will be addressed to the Council and designated officer, summarising the activity for the year. It
will give the Committee’s opinion on the adequacy and effectiveness of the Institution’s arrangements for the following:

- risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts);
- economy, efficiency and effectiveness (value for money);
- management and quality assurance of data submitted to HESA and to HEFCE and other providers of public funds.
- the consistent application of policies and procedures as defined from time to time.

This opinion should be based upon the information presented to the Committee. The Audit Committee annual report should normally be submitted to the Council before the members’ responsibility statement in the annual financial statements is signed.

**Catering and Hospitality Committee**

*Ex officio*

<table>
<thead>
<tr>
<th>Chief Operating Officer</th>
<th>Mr D.C.L. Savage <em>(Chair)</em></th>
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<tbody>
<tr>
<td>A Dean</td>
<td>Vacancy</td>
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*Four members of the Academic Staff*

<table>
<thead>
<tr>
<th>Henley Business School</th>
<th>Professor J. Board</th>
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<tbody>
<tr>
<td>Halls and Faculty of Arts, Humanities and Social Science</td>
<td>Mr A. Happle</td>
</tr>
<tr>
<td>Faculty of Life Sciences</td>
<td>Professor P.M. Riddell</td>
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<tr>
<td>Faculty of Science</td>
<td><em>Vacancy</em></td>
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It has been agreed that, because of the potential overlap of interest between Halls and Central Catering, one of the members of academic staff should also be an active member of Halls staff, representing both Halls and their own Faculty.

The Welfare Officer of the Students Union (or the President)

*In attendance*

<table>
<thead>
<tr>
<th>Director of Estates and Facilities, Head of Function</th>
<th>Mr C. Robbins</th>
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<tbody>
<tr>
<td>Estates and Facilities Director</td>
<td>Ms J.L. Pich</td>
</tr>
<tr>
<td>Catering, Hotel and Conference Services Director</td>
<td>Mr M.J. White</td>
</tr>
</tbody>
</table>
Standing Invitation

Management Accountant  
Ms R. Savin

Secretary  
Ms C. Redzikowska (appointed by the University Secretary)

Terms of Reference:

1. To receive financial reports at each meeting for the University's Catering, Hotel & Conference Services in the UK, at each meeting.

2. To approve the annual budget and surplus targets for the University's Catering, Hotel & Conference Services in the UK, at each meeting.

3. To approve and have oversight of the standards and pricing structure for service delivery of the University's Catering, Hotel & Conference Services in the UK, at each meeting.

4. To review financial performance against budget forecast and report the findings to Strategy and Finance Committee.

5. To oversee the monitoring of the key risks that relate to the University’s Catering, Hotel & Conference Services in the UK, at each meeting.

6. To recommend to the Strategy and Finance Committee, policy and strategy issues relating to the provision of retail catering, hotel and conference services.

7. To consider financial plans for approval by Strategy and Finance Committee.

8. To take such actions as required by the Strategy and Finance Committee in connection with financial performance.

10. To report to the Strategy and Finance Committee once a term.

Enterprise Centre Committee

The Chief Operating Officer (Chair)  
Mr D.C.L. Savage
The Director of Estates and Facilities  
Mr C. Robbins
The Director of Finance and Corporate Services  
Ms. C.A.B. Wright
The Director of Thames Valley Science Park  
Dr D.J. Gillham

Secretary:  
Dr I. Evans
Terms of Reference

To oversee the management of the University of Reading Enterprise Centre.

Environment and Sustainability Committee

Ex officio

A member of Academic Staff appointed by the University Executive Board [Chair]
Professor S.D. Green

The Student Activites Officer of the Students’ Union
Ms M. Philpott

A Represenative from the Students’ Union
Mr J. Gilbert

The Director of Estates and Facilities, Head of Function
Mr C. Robbins

The Chief Operating Officer or his nominee
Ms M. Misselbrook

Estates and Facilities Director
Mrs J.L. Pich

Campus Services Director of their nominee
Mrs L. Virtue

Catering, Hotel and Conference Services Director
Mr M. White

Communications Manager, Marketing and Communication
Vacancy

Right of attendance

A representative from the Environmental Champions
Vacancy

A representative from Greenlands Campus
Vacancy

A representative from Health and Safety Services
Mrs M.E. Simpson

A representative from the Library
Mr R. Hunter

A representative from London Road
Ms J. Fieldsend

A representative from Procurement
Mr J. Stedeford

Representative from the Academic Staff
Dr R. McCloy
(Whiteknights Campus)
Dr P. Coker
(Whiteknights Campus)
Ms J. Fieldsend
(London Road Campus)
Dr P. Perotti
(Whiteknights Campus)
Mr S. Boon
Dr K. Stanbridge
Mr D. Fernbank

Facilities Mainenance Director

Sustainable Travel Co-ordinator

Energy Manager

Secretary
Ms E. Saxon, Senior Administrative Officer
(appointed by the University Secretary)
Other members of the University may be invited to attend as appropriate.
To meet once per term.

Terms of Reference:

1. To recommend policy and oversee actions on:
   (a) Environmental and sustainability matters, with particular regard to the use of resources, the production of waste, and the quality of the natural environment on the University’s academic and residential estate (excluding tenanted areas).
   (b) All travel to, from and on the University Estate, and includes parking.

2. To oversee the production and maintenance of the Travel Plan for the University of Reading.

3. To monitor the progress towards achieving the targets within the Travel Plan and Environmental Policy.

4. To assist the Estates and Facilities Management Committee to monitor expenditure of, and to recommend expenditure against the Travel Plan Fund, which would remain ring-fenced to deal with travel plan issues.

5. To monitor compliance with environmental legislation, report relevant incidents and near misses, and ensure that University procedures meet best practice.

Reporting

The Committee would report by exception to University Executive Board and Estates and Facilities Committee.

Estates and Facilities Committee

The Pro-Vice-Chancellor (Academic Planning & Resource) [Chair]
The Chief Operating Officer Mr D.C.L. Savage
Dean of the Henley Business School
Three Heads of School
Representative of Service (Chief Operating Officer’s Group)
Representative of Service (Academic and Governance Services)
The Chair of the Sub-Committee on Teaching and Learning Facilities
The Chair of the Environment and Sustainability Committee

Director of Estates & Facilities, Head of Function
Estates and Facilities Director

Health & Safety Services Director

President of the Students’ Union

Right of attendance

Campus Services Director
Estates Management Director
Facilities Maintenance Director
Projects Director
Space and Strategy Management Director

Co-opted posts:

Up to two additional posts to be available to ensure that all campuses of the University in the UK (Whiteknights, London Road and Greenlands) are represented within the membership.

Secretary  Ms C. Redzikowska (appointed by the University Secretary)

Other members of the University may be invited to attend as appropriate.

Terms of Reference:

1. To recommend to University Executive Board and Strategy and Finance Committee, develop policy, monitor its implementation, and oversee actions on:
   a. the use of the Estate;
   b. the maintenance of the Estate;
   c. environmental matters, with particular regard to energy and water management, waste management, pollution control, and carbon reduction
   d. transport to, from and on the Estate including parking;
   e. the provision of facilities management services by Estates and Facilities (as delivered by Maintenance, Grounds and Business Services; Campus Services; Projects and Estates Management).
   f. the provision of facilities management services by Estates and Facilities- as delivered by Maintenance, Grounds and Business Services’; ‘Campus Services’ and ‘Estates Management’.

2. To monitor the implementation of the Estate Strategy for the University, including the resulting building programme.

3. To oversee the monitoring of key risks that relate to the estate.
4. To manage space generally and allocate space to academic and other departments in the University; to keep this allocation under at least annual review.

5. To monitor the intensity of use of space generally and to keep this under at least annual review; to undertake a programme of space tours throughout the academic year.

6. To allocate minor improvement project funding as and when available.

7. To oversee the approval of the Planned Maintenance Programme.

8. To oversee and approve expenditure against the Travel Plan Fund.

9. To provide governance for the allocation of the Lease Service Charge relating to the residential estate.

10. To provide liaison as appropriate and necessary with other groups concerned with matters relating to the University’s Estate and Facilities.

11. To make at least annual reports on these matters to the Strategy and Finance Committee.

In all matters the Committee must ensure the appropriate financial control of the budgets under its remit is exercised and operate within the principles laid out in the current Estate Strategy.

Reports to the University Executive Board (by exception) and Strategy and Finance Committee.

Receives reports from Environment and Sustainability Committee and Sub-Committee for Learning and Teaching Facilities.

**Fundraising Ethics Committee**

<table>
<thead>
<tr>
<th>A member of the University Executive Board and Chair</th>
<th>Professor R. Van de Noort</th>
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<tbody>
<tr>
<td>The Pro-Vice-Chancellor (Academic Planning and Resource)</td>
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<tr>
<th>A lay member of the Council</th>
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<tr>
<td>Vice-President of the Council</td>
<td>Ms S. Woodman</td>
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<tr>
<th>An Ethics Specialist</th>
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<tr>
<td>Associate Professor (Henley Business School)</td>
<td>Dr K. Akrivou</td>
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</table>

| A Dean | |

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<tr>
<th>Terms of Reference:</th>
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<tbody>
<tr>
<td>1. To ensure that the University operates effective, systematic and proportionate systems for research into donations offered to – or potentially solicited by – the University.</td>
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<tr>
<td>2. For each case brought to the Committee in accordance with the Gift Acceptance Policy:</td>
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<tr>
<td>(i) To consider any strategic, financial, legal, ethical and reputational issues associated with the gift or proposed gift;</td>
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<tr>
<td>(ii) To determine whether the gift in question may be accepted or, proposed gift solicited.</td>
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<tr>
<td>3. If subsequent events (including the availability of new information) so require, the University may, at the discretion of the Fundraising Ethics Committee, review and reconsider previous decisions to solicit or accept particular donations. The response to such circumstances shall be transparent and proportionate.</td>
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**Global Engagement Strategy Board**

**Chair**

The Pro-Vice-Chancellor (Global Engagement)  
Mr V. Raimo

**Ex officio**

A Research Dean  
Dr D. Carter

Two Teaching and Learning Deans  
Professor R. Gibbard

Dean of the Henley Business School  
Professor J. Board

Dean of Postgraduate Research Studies  
Professor D.C. Berry
Strategic Project Manager  Ms L. Chan
Senior Quality Support Officer (Partnerships)  Ms G. Cryer
Director of Reading International Office  Mrs S. Myles
Head of the International Study and Language Institute  Ms R.J. Richards
Head of International Research Partnerships  Professor D. Saddy

Standing Invitation

Head of Department, Modern Languages and European Studies  Dr J. Waters

Secretary Ms E. Saxon (appointed by the University Secretary)

The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.

The Board will circulate all papers to the Chief Operating Officer, the Chief Strategy Officer & University Secretary, and the Provost of the University of Reading Malaysia.

Terms of reference:

1. To guide the development and implementation of the Global Engagement Strategy
2. To monitor, in part through the use of KPIs, the progress and development of the University’s international activities

The Board will meet once a term.

Reports to the University Executive Board and to Senate once a term.

The Board will operate the following Sub-Committees:

- International Operations Group (which shall report annually to the Board)
- Ad hoc Working Groups as required

Health, Safety and Wellbeing Committee

Ex officio

The Deputy Vice-Chancellor (Chair)  Professor S.J. Mithen
Pro-Vice Chancellor  Professor R. Van De Noort
The Director of Estates and Facilities  Mr C. Robbins
Senior HR Partner  Mr A. Twyford
Estates and Facilities Director
Mrs J.L. Pich
Health and Safety Services Director
Mrs M.E. Simpson
The Farms Manager
Mr J.S. Lamburn
Head of Technical Services
Dr K. Henderson
Chief Operating Officer, University of Reading Malaysia
Mrs P. Sanderson
President of RUSU, or nominee
Mr J.S. Lamburn

One representative of each Trade Union and nominated alternate
Dr F.J. Davis (alternate: vacancy)  UCU

Representatives for employee safety
Walter Dunaj  30.9.2017
Michelle Hargreaves  30.9.2019
Dawn Turner  30.9.2019

Four Academic Representatives
Professor L. Butler, School of Psychology and Clinical Language Sciences
Dr S. Knox, School of Arts and Communication Design
Dr N. Roberts, School of Law
Professor P. Yaqoob, School of Chemistry, Food and Pharmacy

Standing Invitations
The Chairs of such Sub-Committees as the Committee may establish
A representative from Occupational Health  Ms D. Grout
The Head of Student Wellbeing Services  Dr A. Peña-Bizama
The Insurance Officer  Mr J.M.B. Fisher
The Biological and Scientific Safety Advisor  Dr G. Roberts
RUSU Training and Development Co-Ordinator  Ms M. Bishop

Secretary  Ms L.V. Sharman (appointed by the University Secretary)

Terms of Reference:

a. Contribute to the development of, and approve, University policies, procedures and standards of health, wellbeing and safety.

b. Monitor health and safety performance and compliance, including receiving reports on the outcomes of health & safety audits, accident and incident investigations, reports of inspection visits by regulatory authorities etc.

c. Make recommendations for improvement or remedial action to the Strategy and Finance Committee and/or the University Executive Board.
d. Promote effective two-way communications on health & safety between the Officers of the University and Heads of School/Service.

e. Encourage consultation and co-operation between the University authorities, its employees and students and promote best practice in matters relating to health and safety.

**Sub-Committee for Biological Safety**

Professor J.M. Dunwell (*Chair*)

*Ex officio*

The Health and Safety Services Director  
Mrs M.E. Simpson

**Specialist academic members**

Dr S. Clarke (*alternate Chair*)  
Dr B. Neuman  
Dr K. Bicknell

**Representatives from Academic Schools carrying out Biological Activities**

Mrs J. Clarke (Biological Sciences)  
Mr S. Feist (Biological Sciences)  
Dr R. Haigh (Chemistry, Food and Pharmacy)  
Dr A. McCartney (Chemistry, Food and Pharmacy)

**One lay academic member**

Dr T. Callus

**Secretary**  
Dr G. Roberts

Additional members from relevant Schools or Departments may be co-opted as the need arises to assist in the evaluation of any proposals placed before the Sub-Committee for approval.

**Terms of Reference**

To advise on and oversee all activities involving the use of, or potential exposure to Biological Agents and other biological materials within the University, and to oversee University compliance with all regulations pertaining to activities involving genetic modification.

**Terms of Reference**
i. To advise on risk assessments for activities involving genetic modification and the use of biological materials, including biological agents.

ii. To approve all applications to undertake work involving genetic modification whether in contained use or deliberate release activities and to require that changes be made to proposed activities where the sub-Committee fails to approve such proposals.

iii. To receive, consider and advise on reports and information provided by inspectors of the enforcing authorities.

iv. To consider formal reports submitted by members of the University where appropriate.

v. To monitor the effectiveness of the University's health and safety policy and procedures for genetic modification and biological safety.

vi. To consider and advise on Genetic Modification and Biosafety training and its effectiveness.

vii. To consider reports and statistics relating to incidents, work-related ill health and dangerous occurrences involving either genetically modified organisms or biological materials, and recommend remedial action where appropriate.

viii. To submit regular reports via the Chairman to the main Health and Safety Committee, and to receive, consider and (where appropriate) act on reports from the parent committee in relation to the sub-Committee’s activities.

Powers of the Sub-Committee

The Sub-Committee can:

i. require changes in experimental protocol to improve safety prior to approving projects;

ii. advise on the drawing up of local rules to cover work involving hazardous biological agents and/or genetic modification;

iii. define and review laboratory practice with regard to safety in biological work, including activities involving the use of genetically modified organisms;

iv. consider all relevant accidents/incidents and review University policy if necessary; and halt projects if breaches of University procedures or legislation occur.

The Radiation Safety Sub-Committee

Mrs M.E. Simpson (Chair) Health and Safety Services Director
Dr G. Roberts The Biological and Scientific Safety Advisor
Mr L. Woodley H&S Advisor (Lasers)
Dr M. Van Acker School of Archaeology, Geography and Environmental Science
Dr J. Bowen School of Systems Engineering
Dr L.A. Crompton School of Agriculture, Policy and Development
Dr F.J. Davis School of Chemistry, Food and Pharmacy
Mr S.A. Feist School of Biological Sciences
Mr S. Gill Mathematical, Physical and Computational Sciences
Dr R. Haigh School of Chemistry, Food and Pharmacy

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Terms of Reference:

The Radiation Safety Sub-Committee’s overall responsibility is to monitor and advise on all aspects of use of artificial sources of radiation on campus. This includes:

1. Liaison with the Biological & Scientific Safety Advisor (BSSA), the Radioactive Waste Advisor and Radiation Protection Advisor(s) where appropriate, to ensure that all activities involving sources of ionising radiation are well managed and without harm to personnel or the environment. Such activities include: the acquisition, use, storage and disposal of waste arising from the use of Open Sources of radionuclides; the acquisition, use, security and disposal of sealed sources; the use of X-Ray sets and the use of lasers and sources of non-ionising radiation.

2. To ensure that University procedures and instructions on the management and use of ionising radiations and radioactive materials are communicated to their respective Head of School, and to all staff and students who work with ionising radiations.

3. To recommend additional conditions of use when required to maintain compliance with University procedures and relevant legal requirements.

4. To establish and review the training and experience requirements for users of sources of radiation.

5. To review radiation safety procedures for effectiveness and recommend revisions when necessary.

6. To review the Best Available Technique Statement and this Radiation Management System safety Code of Practice biennially, and to approve any changes where required.

7. To review audit reports and risk assessments relating to the use of sources of ionising and hazardous non-ionising radiation to determine if training, authorisations and procedures are appropriate and effective.

8. To recommend and oversee any remedial action required to correct any deficiencies identified by such audits or as the result of inspections or audits undertaken by external bodies, such as the Health and Safety Executive or the Environment Agency.

9. To report via the BSSA to each meeting of the University Health and Safety Committee.
Honorary Degrees: Joint Standing Committee of the Council and Senate

The normal period of tenure is two years.

Ex officio

The Vice-Chancellor (Chair)

Appointed by the Council

Lord Crisp 31.12.2017
Dr P. Erskine 31.7.2019
Dr P. Preston 31.7.2019
Dame M. Gibbs 31.7.2019

Appointed by the Senate

Professor V.A. Gibson 31.7.2017
Professor W. Hayes 31.7.2018
Dr J. Waters 31.7.2019
Dr J. Gibbs 31.7.2019
Professor K.P. Shine 31.7.2017

Secretary The University Secretary (for whom Ms L.V. Sharman acts)

To receive proposals for the award of Honorary Degrees, and put forward a suggested list of recipients for consideration by Senate and Council, together with a recommendation whether the degrees should be conferred at a special Congregation or at an ordinary Congregation.

Information Systems Management Group
Mr D.C.L. Savage  
Mr S.J. Boon  
Dr R J Crabtree  
Ms S. Egleton  
Ms V. Holmes  
Mr A. Lawrence  
Mr J. Leary  
Ms M. Seddon  
Mr R. Speight  
Dr K. Wells

In Attendance:

Mrs L. Jeffries

Secretary  Miss E. Saxon, Administrative Officer

Terms of Reference:

1. Reporting to the University Executive Board (UEB), the Information Systems Management Group (ISMG) will act as the authorizing body for all proposed purchases / developments of new Business Systems and/or major enhancements of existing ones. The threshold for ISMG referral shall be projects in excess of £25,000. Relevant stakeholders and senior users shall be invited to present business cases to the Group.

2. Where business cases are endorsed by ISMG and estimated project costs are in excess of £250,000 such projects will be referred to UEB for approval, requesting inclusion within the University’s Capital Programme.

3. ISMG will be consulted on proposals to make significant changes or additions to existing IT Policies and Regulations, in advance of approval being sought from UEB and in accordance with policy standards determined by the University Secretary.

4. ISMG will consider the relative priorities of competing demands for investment in Business Systems from central funds, ensuring that priorities are clearly communicated and included within the University’s Strategic Planning process.

5. ISMG will receive regular updates on the status and progress of major programmes and projects agreed as Business Systems priorities year-on-year.

6. The Design Working Group will report to ISMG as necessary.

International Operations Group
The Pro-Vice-Chancellor (Global Engagement) (Chair)  Mr V. Raimo
Head of ISLI  Professor Ros Richards
Director of Student Support Services  Ms J. Poulton
The Director of Administration, Henley Business School  Mr D.A. Stannard
Head of Global Recruitment  Mr K France
The Head of Postgraduate Research Support and Development  Mr C. Robson
The Head of Programme Administration, Henley Business School  Ms A. Frank
Director of Admissions  Mr J.H. Ackroyd
Head of International Partnerships  Mr S. Thomas
Erasmus and Study Abroad Manager  Mr M Dowse
An HR Partner  Ms C. Rolstone
The International Student Advisor  Mr M. Daley
A representative from Communications  Mrs K. Wilson
A representative from Finance  Mrs C. Sherriff
A representative from the Library  Mr C. Carpenter
A representative from Research & Enterprise  Dr A. Van Dodeweerd
A representative from Accommodation  Ms K. Thomas
Senior Quality Support Officer (International)  Ms. G. Cryer
Home Office Compliance Officer  Mrs K. Robertson

Secretary  Ms E. Biggs (appointed by the University Secretary)

Terms of Reference:
The International Operations Group will normally meet at least termly. It is intended as an informal group to, inter alia, share updates, help with Global Engagement Strategy coordination and act as an interest group for key professional services Global Engagement Strategy stakeholders. Membership of the Group may expand as necessary for particular items to ensure a joined-up approach across to the University’s Global Engagement Strategy across its UK campuses. It will also:

1. Act as an advisory group to the Pro-Vice-Chancellor (Global Engagement) on operational and implementation matters in support of the University’s Global Engagement Strategy.

2. Oversee and co-ordinate the implementation of key operational aspects of the University’s Global Engagement Strategy.

Reporting:
The International Operations Group will report to and receive reports from the Global Engagement Strategy Board.
University of Reading Malaysia Executive Board

Chair

Provost and Chief Executive Officer, UoRM
Professor T.A. Downes

By invitation

Chief Operating Officer and Registrar, UoRM
Ms P. Sanderson
Director of Estates and Facilities, UoRM
Mr T. Hawkins
Academic Director (Teaching and Learning), UoRM
Dr S. Weston
Academic Director (Research), UoRM
Dr C. Houston-Price

Secretary
Ms L.M. Davies (Head of Executive Office, UoRM)

University of Reading Malaysia Academic Board

Chair

Provost and Chief Executive Officer, UoRM
Professor T.A. Downes

The Heads of Section

Henley Business School
Dr S. Rose
Foundation and English Language
Msc C. Nukui
Pharmacy
Dr S. Weston
Psychology and Clinical Language Sciences
Dr C. Houston-Price
Law
Mrs A. Vergis
Built Environment
Mr F. Khamidi

The Heads of Services

Head of Student Services, UoRM
Mr T. Wodzinski
Head of Academic Services
Mr Z. Omar
Head of Learning Resource Centre, UoRM
Mr T. M Wong
Director of Marketing (or alternate)
Ms R. Thould

Two student representatives

BSc Finance and Business Management (Part 1)
Miss Z.Y. Lim
Foundation in Business tbc

Right of attendance

Chief Operating Officer and Registrar Ms P.A. Sanderson

Secretary Ms L. Davies (Head of Executive Office, UoRM)

RUMAL Reading Sendirian Berhad Board of Directors

Ex Officio

Directors of Rumal Reading Sdn.Bhd.
Mr D.C.L. Savage
Ms C.A.B. Wright
Mr V. Raimo
Ms M.L. Yong
Ms M.F. Woo

By invitation

Provost and Chief Executive Officer, UoRM Professor T.A. Downes
Chief Operating Officer and Registrar, UoRM Ms P. Sanderson
Tricor Corporate Services Sdn Bhd Mrs J. Chong

Secretary: Ms L.M. Davies (Head of Executive Officer, UoRM)

Museum of English Rural Life: Committee for the

The normal period of tenure is three years.

Chair

The Chief Strategy Officer and University Secretary Dr R.J. Messer 31.7.2018

Ex officio

The Vice-Chancellor Sir D. Bell
The Head of the Department of History or his representative Dr J. Burchardt
The Head of the UMASCS, and Director of MERL Ms K. Arnold-Forster
Terms of Reference:

1. There shall be a Museum of English Rural life hereinafter called “the Museum”, which shall be established by the Council under such terms and conditions as it shall determine subject to the following:

2. The functions of the Museum shall be:

   a) To acquire and manage nationally important collections relating to the countryside and its history.

   b) To promote access and operate a range of public services arising from these collections.

   c) To contribute to the University’s teaching and research and its role within the wider community.

3. The Director of MERL shall be responsible through the University Librarian, the Chief Strategy Officer and University Secretary and the Vice-Chancellor to the Council for the organisation and conduct of the Museum.

4. The Governing Body of the Museum shall be the Council.

5. a) There shall be a Committee for the Museum

   b)
b) The Committee shall consist of:

(i) *Ex officio*
- The Vice-Chancellor
- The Deputy Vice-Chancellor or a Pro-Vice-Chancellor or the Dean of a Faculty designated by the Vice-Chancellor
- The Chief Strategy Officer and University Secretary
- The Head of the Department of History
- The Director of MERL
- The Keeper of the Museum
- The University Librarian

(ii) *Two members appointed by the Senate*

c) The Committee shall have the discretion to co-opt further members, any or all of whom may be external to the University.

d) All members other than *ex officio* members of the Committee shall hold office for three years and shall be eligible for re-appointment.

e) The Chairman of the Committee shall be designated by the Vice-Chancellor, and shall normally be the Deputy Vice-Chancellor or a Pro-Vice-Chancellor or a Dean of a Faculty.

f) The Director of Finance and Corporate Services shall have right of attendance at meetings of the Committee.

6. The Committee shall:

a) Be responsible for considering and making recommendations on the operating policies and strategies and the forward plan of the Museum and for ratifying such policies and plans for the purposes of Accreditation and for the requirements of other external bodies.

b) Recommend operating plans and policies to the Council.

c) Report operating plans and policies to the Committee for Museums, Archives and Collections.

d) Advise on management and financial matters concerning the Museum.

7. The Keeper of the Museum shall annually prepare and present a report on the activities of the Museum to the Committee, which will in turn present it to the Council.
Committee on Museums, Archives and Collections

Chair
Professor A.J. Donnell

Ex officio

The Chair of the Beckett International Foundation
Professor Steven Matthews

Chief Strategy Officer and University Secretary
Dr R.J. Messer

The University Librarian
Mrs J.H. Munro

The Head of the University Museums and Special Collections Services
Ms K. Arnold-Forster

The Curator of Collections and Engagement, Museum of English Rural Life
Ms I. Hughes

The Curator of the Cole Museum and The Teaching and Learning Dean
Dr. A. Callaghan

The Curator of the Herbarium
Dr A. Culham

The Curator of the Ure Museum
Dr A. Smith

The Curator of the Lettering Printing and Graphic Design Collections
Professor S. Walker

The Curator of the Geoscience Collection
Dr H.J. McGoff

University Archivist
Mr G. Baxter

The Head of Collections and Space of the University Library
Mr P. Johnson

The Director of Student Development and Access
Dr P.E. Woodman

A Co-Director of the Centre for Collections-Based Research
Dr. P. Bullard

A member of Academic Staff
Professor J. Bignell

A Co-Director of the Beckett International Foundation [BIF]
Professor A. McMullan

By invitation

A representative of the Special Collections Service
Ms C. Gould

A UMASCS Librarian
Ms F. Melhuish

The Public Programmes Manager
Mrs D. Eade

Director of Heritage and Creativity Institute
Dr R. Smith

Volunteering and Audience Development
Mr R. Davies and Ms P. Heath

A Representative from Marketing
Ms A. Hilton

Secretary
Ms E. Biggs (appointed by the University Secretary)

Terms of Reference:
To develop and oversee the implementation of a co-ordinated strategy for the University’s museums, archives and collections in the context of the University’s Strategy.

Personal Title of Professor and Associate Professor: Joint Standing Committee of Council and Senate

The normal period of tenure is three years

*Ex officio*

The Vice-Chancellor (*Chair*)
The Deputy Vice-Chancellor
Two Pro-Vice-Chancellors
Two Research Deans
Two Teaching and Learning Deans
Two members appointed by Senate not being Heads of Schools

The university Secretary, the Director of HR (or their nominee) and the Dean of Diversity and Inclusion have the right of attendance. The University Secretary will provide a Secretary to ensure that a record is taken of proceedings, in particular, the reasons for each decision taken by the Committee.

*Secretary* The University Secretary (Dr R.J. Messer)

Reports to Council and Senate.

**Appeals against decisions of the Personal Titles Committee**

The normal period of tenure is three years; no member is to be a member of the Personal Titles Committee.

*Appeal after the School Personal Titles Committee:*
An Appeal against the decision of the School Personal titles Committee will be heard by a group consisting of an external person appointed by the Council (in the Chair), and three Heads of School not involved in any decisions against which an appeal is being made.

*Appeal after the University Personal Titles Committee*
An appeal after the University Personal Titles Committee will be heard by a group consisting of an external person appointed by the Council (in the Chair), one member of Senate and the President of the Reading Branch of the Universities and Colleges Union.

Chair (appointed by the Council)

Mr H. Palmer 31.12.2017

One member appointed by the Senate

Professor D.C. Berry 31.7.2018

Ex officio

The President of the Reading Branch of the UCU (alternate: the Senior Vice-President)

Secretary The University Secretary (Dr R.J. Messer)

Terms of Reference:

To consider appeals against decisions of the Personal Titles Committee, the Academic-Related Staff Sub-Committee and the Senior Grades Sub-Committee. It is open to the Committee:

(a) to reject the appeal; or

(b) In the case of appeals against the decision of the Personal Titles Committee, to refer the case back to the Personal Titles Committee (with any reference back to the Faculty Group at the discretion of the Personal Titles Committee);

(c) In the case of appeals against decisions of the Academic-Related Staff Sub-Committee and the Senior Grades Sub-Committee, if it judges an appeal to be well-founded on substantive grounds, to make such decisions as it thinks appropriate and report to the Appointments Committee.

The Planning Group

The Pro-Vice-Chancellor (Academic Planning & Resource) (Chair) Professor R. Van de Noort
In attendance

Head of Finance, Planning and Strategy
President of RUSU

Secretary Dr C.A. Moran

Terms of Reference:

1. To oversee the operation of the University’s Sustainable Planning System to ensure that the University delivers its financial targets;

2. To oversee delivery of the University strategy at School and Service level, through monitoring of performance in the School and Service-level KPIs and report on this to UEB;

3. To approve on behalf of UEB student number targets by School that, if met, will deliver the University’s overall growth target, in terms of number and income;

4. To consider and recommend to UEB resourcing plans and requests from Schools and Services that are consistent with the University’s financial forecasts and growth plans;

5. To ensure that the implications for the estate of detailed operating plans are understood and prioritised through the proper channels;

6. To recommend to UEB the approval of resourcing plans and decisions for the Academic Group.

7. To determine the pricing of undergraduate, taught postgraduate and postgraduate research programmes, including work placements and modern languages/study abroad years.
8. To recommend to the University Executive Board any particular inclusions in standard fee packages over and above the distinctive offering.

**Committee on Postgraduate Research Studies**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>The Dean of Postgraduate Research Studies</td>
<td>Professor D.C. Berry (Chair)</td>
</tr>
<tr>
<td>A Research Dean</td>
<td>Professor D. Zaum</td>
</tr>
<tr>
<td>A Teaching and Learning Dean</td>
<td>Dr O. Kennedy</td>
</tr>
</tbody>
</table>

**Three School Directors of Postgraduate Research Studies**

Professor J.A Ellis, School of Psychology and Clinical Language Sciences  
Professor B.W Hooker, School of Humanities  
Professor A. Dufour, Henley Business School

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tr>
<td>The Director of International Research Collaborations</td>
<td>Professor D Saddy</td>
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**By Invitation**

<table>
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<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>The Head of Admissions and Applicant Relations or his nominee</td>
<td>Mr J.H. Ackroyd</td>
</tr>
<tr>
<td>A Representative of the International Office</td>
<td>Dr N.E. Helsby</td>
</tr>
<tr>
<td>A Representative of the Planning and Strategy Office</td>
<td>Mr J.D Lloyd</td>
</tr>
<tr>
<td>Head of Doctoral Research Office</td>
<td></td>
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<tr>
<td>The Students’ Union Education Officer</td>
<td></td>
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<tr>
<td>The Students Union Postgraduate Officer</td>
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***Terms of Reference:***

1. To oversee Reading’s strategic approach to PGR recruitment, working with Schools / Departments to increase PGR recruitment levels, in line with the University’s overall PGR recruitment target as determined by the University Executive Board;
2. To consider how the University might best initiate and / or respond to significant opportunities for increasing PGR numbers, both internationally and within the UK;
3. To consider a range of management information relating to PGR students and to monitor success against internal and external indicators and targets;
4. To oversee the work of the Graduate School in terms of PGR training and support and promotion of PGR matters across the University and more broadly;
5. To oversee the process for the monitoring of progress of all PGR students;
6. To oversee the quality management arrangements for all PGR students;
7. To determine and oversee the arrangements for the allocation and award of PGR studentships;
To oversee Doctoral Training Partnership provision across the University;
To oversee the development of policy relating specifically to PGR students;
To receive and, where appropriate, respond to reports from the School Directors of PGR Studies Forum and the Postgraduate Research Student Representatives Forum;
To report separately on matters of particular relevance to each of the University Board for Teaching & Learning and the University Board for Research & Innovation.

Procurement Board

The Chief Operating Officer (Chair)  
Mr D.C.L. Savage
The Director of Finance and Corporate Services  
Ms C.A.B. Wright
Director of Procurement  
Ms L.M. Jefferies
Lead Category Manager  
Mr M. McMahon
Representatives Services:
  Professor V. Becerra
  Dr J. Gibbs FAHSS
  Professor V.A. Gibson
  Professor A. Williams
  Mr R. Hunter
  Mr C. Robbins

By Invitation
  Director of Legal Services  
  Mrs J. Rowe
Category Managers

Secretary:  
Ms E. Biggs (appointed by the University Secretary)

Terms of Reference:

1  To increase the effectiveness of procurement as a function and provide a greater focus on efficiency improvement and realisation of benefits for the University through the adoption of category management.

2  To provide visible and effective senior management oversight and governance, with the creation of key gateways within the category cycle, where they review and endorse recommendations from Category Managers with a clear escalation route through to the University Executive Board.
To provide a focus on spend management through category strategies, including reviews and approval of the Procurement Work Programme, individual Category Plans and on strategic contract awards. The Procurement Board would also ensure a robust approach to compliance with category management principles and gateway reviews to track benefits realisation.

The Procurement Board was accountable for the overall guidance and strategic direction of procurement within the University and its subsidiaries, including Malaysia, and would oversee progress across all aspects of the Category Management Cycle. The key areas of focus would be:

- Review and approval of the Procurement Strategy
- Review and approval of the Annual Procurement Plan
- Review and approval of Strategic Sourcing Plans
- Review and approval of strategic contract awards and extensions
- Review of progress in delivering savings / value to the University through assessment of the benefits across the University
- Review of progress against key performance indicators and initiatives in place to ensure targets were met
- Review and approval of major changes to Procurement policies and procedures

The Procurement Board would report to the Finance and Planning Committee.

Remuneration Committee

Ex officio

The President of the Council Dr. P. Preston
The Vice-Chancellor Mr R. Evans 31.12.2018
A Vice-President of the Council (Chair)

Three other lay members of the Council

Mrs K. Owen 31.7.2018
Mr S.P. Sherman 31.7.2019
Mrs S. Woodman 31.7.2017

Secretary The University Secretary (for whom Ms L.V. Sharman acts)

Terms of Reference:
The Remuneration Committee was established by the Standing Committee in October 1995 in light of the Guide for Members of Governing Bodies of Universities and Colleges in England and Wales published by the Committee of University Chairmen.

The Vice-Chancellor will withdraw when matters relating to his own salary are under discussion.

The University Secretary is Secretary to the Committee but will withdraw when matters relating to his own salary or that of the Vice-Chancellor are under discussion.

The quorum for meetings of the Remuneration Committee (which has six members of whom five are lay) be three lay members.

The terms of reference of the Committee are:-

(a) To consider and decide on behalf of the Council all matters relating to the remuneration of the Vice-Chancellor, Officers, Professors and other senior staff (Grade 9 or its equivalent) and matters to include taxable benefits and exceptional financial arrangements in respect of their employment;

(b) To consider and decide upon the terms of any severance or early retirement arrangements for any senior staff of the University and to report to the Council on any such arrangement. (For this purpose “Senior Staff” is defined as those earning more than £100,000 per year, save that staff earning less than £100,000 per year should not necessarily be excluded from its consideration when it was felt to be appropriate by the President and Vice-Chancellor).

(c) To receive reports on all severance payments if the cost to the University is over £10,000 and to be consulted through the President if the potential cost exceeds £30,000. The Committee to agree severance arrangements in excess of £95,000 including early retirement charges.

(d) To report to Council on matters relating to employment policy, including but not limited to employment policies as defined by Ordinance.

In respect of the remuneration of Professors, the Remuneration Committee shall follow the procedures agreed as part of the Professorial Salary Review Scheme; and in respect of Senior Staff it shall follow the procedures agreed as part of the Senior Staff Salary Review Scheme.

**Professorial Annual Review Advisory Group**

The Deputy Vice-Chancellor *(Chair)*
The Pro-Vice-Chancellors
Dean of Diversity and Inclusion

*In attendance*
Heads of School
One Lay member of the Remuneration Committee       Mrs K. Owen
Grade 9 Annual Review Advisory group

The Vice-Chancellor (Chair)
The Director of Human Resources
Dean for Diversity and Inclusion

In attendance
One Lay member of the Remuneration Committee Mrs K. Owen

Leadership Group Annual Review Advisory Group

The Vice-Chancellor (Chair)
The Director of Human Resources
Dean for Diversity and Inclusion
One Lay member of the Remuneration Committee Mrs K. Owen

Secretary Miss C. Eckett (Appointed by the Director of Human Resources)

Research Ethics Committee

Eight members appointed by the Senate

Professor P.J. Almond 31.7.2019
Dr A. Christakou 31.7.2018
Dr R. Everitt 31.7.2018
Professor M.A. Gosney 31.7.2017
Dr A.K. Ho 31.7.2018
Professor J.A. Lovegrove 31.7.2018
Dr N. Spinks 31.7.2018
Professor B. Whalley 31.7.2018
Dr J. Wright (Chair) 31.7.2017
Other members appointed by the Research Ethics Committee

Mr J. Crompton 31.7.2017
Dr T. Lincoln 31.7.2017
Mr G. Botting 31.7.2017

A representative of the Students’ Union

The Education Officer

Secretary Dr M.J. Proven (appointed by the University Secretary)

Terms of Reference:

1. To assess the ethical propriety of all research including human subjects, human samples (however obtained) or human personal data to be undertaken in the University, or under the auspices of the University, however funded.

2. To have discretion on behalf of the University and in light of ethical considerations to require such modifications as it may think fit and, if necessary not to allow the research to proceed.

3. To offer advice to Heads of School and investigators on the ethical implications of proposed research and to encourage high standards of ethical behaviour in research on human beings in the University.

4. To monitor at its discretion the progress of research projects submitted to it by means of a reports or in other ways and, if necessary, to suspend or terminate such research on ethical grounds.

Reports to the Senate.

Risk Management Group

Ex officio

The Deputy Vice-Chancellor (Chair) Professor S.J. Mithen
The Pro-Vice-Chancellor (Academic Planning & Resource) Professor R. Van de Noort
The Chief Operating Officer Mr D.C.L. Savage
Head of Governance Ms L.V. Sharman
The Risk Management and Business Continuity Officer Ms J. Begum
The Director of Finance and Corporate Services Mrs C.A.B. Wright
The Director of Estates and Facilities Mr C. Robbins
Four Heads of School (drawn from representative disciplines of the University)

Dr N. Branch  
Professor S.C. Breau  
Dr C. Tissot  
Professor P. Yaqoob

Right of attendance

Chief Operating Officer (UoRM)

Secretary Ms E. Saxon (appointed by the University Secretary)

Terms of Reference

1. To keep under review the University Risk Register to:
   a) Identify new risks that should be added and risks that are no longer relevant deleted;
   b) Monitor the mitigating action taken for each risk and that residual risk is managed;
   c) Keep under revision the production of School and Service risk registers;
   d) Act as the focal point for risk management activities within the University;
   e) Prepare the annual review of risk management for Council (via the Strategy and Finance Committee and University Executive Board).

2. To keep under active review the University’s major incident planning arrangement and modify these as necessary.

3. To keep under active review the University’s business continuity planning arrangements and modify these as necessary.

4. To keep under active review the University’s insurance arrangements and modify these as necessary.

5. To report to the University Executive Board as necessary.

6. To receive from the Head of Internal Audit Services:
   a) Copies of reports where the resultant audit opinion is ‘of limited effectiveness’, ‘weak’ or ‘unacceptable’ (i.e. reports that contain grade one recommendations);
   b) Copies of reports which may not contain grade one recommendations, but where significant inconsistencies in approach across Schools/Departments have been identified;
   c) Copies of audits scoped at the high/strategic level where the recommendations may lead to a revision of entries within the University Risk Register.
Information Security Group

Chair  Director of IT  Mr J. Leary
Risk Management and Business Continuity Officer  Miss J. Begum
Enterprise Architect  Mr N. Curran
Information Management and Policy Services Officer  Ms R. Daniells
Assistant Director of IT  Mr S. Gough
Assistant Director of IT  Mr A. Lawrence
Professor of Cybernetics  Professor R. Mitchell
Financial Systems Manager  Dr. K Wells

By Invitation:
Coordinator of Quality Assurance in Research  Dr M. Proven
Head of Internal Audit Services  Mr D. O'Connor
Environmental & Sustainability Co-ordinator  Miss R. Harris

Secretary  Ms E. Saxon (appointed by the University Secretary)

Terms of Reference:

Terms of Reference

To ensure the University’s information security framework is effective, fit for purpose and congruent with University’s risk managements procedures.

To develop policy and procedures on any information security matter that could put the University or its operations at risk.

To promote good practice, awareness and training on information security.

Reporting

To report to the Risk Management Group and University Executive Board or the University’s Senior Information Risk Owner on matters concerning information security.
Sports Management Committee

The Chief Operating Officer (Chair)                      Mr D.C.L. Savage

Three members of Academic Staff

Professor M.J. Almond                                 31.7.2018
Professor G.R. Gibson                                  31.7.2018
Dr M.J. Proven                                         31.7.2019

In attendance

The Estates and Facilities Director                  Ms J.L. Pich
The Director of Sport and Recreation                 Mr I.A. Akhurst
The Director of Finance and Corporate Services or their nominee Ms M. Misselbrook
A representative of Development and Alumni Relations  Mr D. Parkes
A representative of Student Recruitment and Outreach  Ms A. Wigham
The Student Activities Manager of the University of Reading Mr A. Bailey
Students’ Union                                       
The Student Activities Officer                       Ms M. Philpott

Standing Invitation

Lecturer in Physical                                  Mrs G. Lappin
A student representative from a sports team

Secretary                                              Ms S. Shears (appointed by the University Secretary)

Terms of Reference:

In these Terms of Reference, the phrase “sport” should be taken to encompass sport, recreation and fitness-related activities.

1. To make recommendations to appropriate bodies on policy relating to:

   (i) the level of provision of sport;
the promotion of sport internally to both academic and student bodies, and externally to the local community and beyond, in order to raise its profile and levels of participation;

(iii) the development of sports-related facilities;
(iv) the business strategy for sport, including pricing and fee structure;
(v) the use and maintenance of relevant facilities for sport, including the University Campus;
(vi) the links between sports and health and well-being of staff and students;
(vii) the interface between sport and academic issues including, where appropriate, programmes of study;
(viii) the sports activities of the University as they relate to environmental matters.

2. To oversee the production and implementation of the University's Sports Strategy, in order to articulate with the University's Corporate Plan and other relevant institutional strategies.

3. To receive reports from the Director of Sport and Recreation and from The Student Engagement Officer of the Students' Union.

Reports termly to the Student Experience Committee and annually to the University Executive Board.

Staff Forum Committee

Employer representatives

The Pro-Vice Chancellor (Co-Chair)                  Professor Robert Van de Noort
The Director of Human Resources                    Mr John Brady
Nominated Representative of the Chief Operating Officer
Head of School                                      Professor Alison Donnell
Head of Function                                    Mrs Julia Munro
Technical Manager                                   Mr James Magee
School Administration Representative               Mrs Marguerite Gascoigne
Estates & Facilities Management Representative     Mr Steve Boon

Employee Representatives
Estates and Facilities Representatives

Rhiannon Vaughan
Tracy Lunn
Michelle Hargreaves
Joanne Dormer

Chief Operating Officer Representatives (excluding E&F)

Maureen Martin
Rob Sassoon

Vacancy

Academic Services and Governance

Vacancy

Faculty of Life Sciences Representatives

Debby Livermore
Jacqui Thijm

Henley Business School Representatives

Jessica Bennett
Vacancy

Faculty of Science Representatives

Dawn Turner
Sinead O’Flynn

Vacancy

Faculty of Arts, Humanities and Social Sciences

Vacancy

Secretary
Rachel Thorns, HR Partner

Terms of Reference:

1. To enable employee representatives (representing employees as set out in 2.1 of the Information and Consultation Agreement relating to the Staff Forum) to bring ideas, questions and concerns to the Forum and take an active role in discussing, seeking practical ways forward and resolving such matters within the University.

2. To enable the University to inform and consult with employees and seek their views through the employee representatives on the following matters (as outlined in the Information and Consultation Agreement relating to the Staff Forum):

   - Decisions likely to lead to substantial changes in work organisation or contractual relations, including redundancies and transfers of the business or part of the business
   - Significant changes to HR policies or procedures or terms and conditions of employment common to employees covered by the Information and Consultation Agreement relating to the Staff Forum
   - Changes to the University’s occupational pension scheme
   - Implications of any significant legislative initiatives which may affect the working environment, terms and conditions, or workplace practices and policies of the University

3. The Forum shall operate in a spirit of co-operation and in the interests of the business of the University and its members as a whole.
Staffing Committee

Ex officio

The Pro-Vice-Chancellor (Academic Planning & Resource) (Chair)
Professor R. Van de Noort
The Director of Human Resources
Mr J.J. Brady
An Assistant Director of Human Resources

Two Heads of School appointed by the University Executive Board

Professor M.E. Fellowes 31.7.2018
Dr Cathy Tissot 31.7.2019

A Research Dean
TBC

One Head of Service appointed by the University Executive Board

Dr R.J. Messer 31.7.2019

Two senior members of the staff of the University appointed by the University Executive Board

Professor D.C. Berry 31.7.2018
Mrs J.L. Pich 31.7.2017

Secretary Mr A.J. Twyford (appointed by the University Secretary)

Standing Invitation

Chair of the Diversity and Inclusion Strategy Group
Professor D.C. Berry
One HR Partner
One Teaching and Learning Dean
Head of Legal Services
The President of the Student’s Union
Mrs J. Rowe

Terms of Reference:

1. To oversee the development of new Human Resources policy and related procedures, acting as project sponsor and establishing appropriate project teams from time to time.

2. To monitor progress towards the Human Resources strategy.

3. To review the effectiveness of current Human Resources procedures.
4. To consider the practical implications of new employment legislation, codes of practice and other national developments.

5. To discuss local variations to terms and conditions of employment.

6. To make recommendations to the University Executive Board and others as appropriate.

7. To provide advice on the implications for Human Resources policy of matters referred to it by other bodies.

8. To ensure that significant Human Resources developments are communicated to staff in an effective and timely manner.

9. To be responsible for the implementation of the University’s people development policy and for monitoring the University’s people development programme.

10. To be responsible for the monitoring of such risks as may be assigned to it within the University’s Risk Register.

11. To advise the University (as employer), through the University Executive Board and the Strategy and Finance Committee, on policy issues relating to the University of Reading Pensions Scheme (URPS).

**Strategy and Finance Committee**

The normal period of tenure is three years.

*Ex officio*

The President of the Council *(Chair)*  
Mr P.R. Preston

The Vice-Presidents of the Council  
Mr R.E.R Evans  
Ms S.M.Woodman

The Vice-Chancellor

The Deputy Vice-Chancellor

The Pro-Vice-Chancellors

*Four other lay members of the Council*

Ms P. Egan  
31.12.18

Dr P. Erskine  
31.7.19

Mr S.C.C Pryce  
31.7.19

Mr S.P. Sherman  
31.7.19
In attendance

The Chief Operating Officer
The Director of Finance & Corporate Services

Terms of Reference:

1. The Strategy and Finance Committee shall consist of the following voting members:

   Ex officio
   
   The President of the Council
   The Vice-Presidents of the Council
   The Vice-Chancellor
   The Deputy Vice-Chancellor
   The Pro-Vice-Chancellors

   Elected Members

   Four members of the Council, not being employees or registered students of the University, elected by the Council, each to serve for three years. These members shall be eligible to serve for two consecutive terms but not more.

2. The Chief Strategy Officer and University Secretary shall be Secretary of the Committee; the Chief Operating Officer, the Director of Finance and Corporate Services shall have the right of attendance.

3. The Committee shall report to the Council and, where appropriate, to the Senate.

4. It shall normally meet four times a year, at least once in each term.

5. The quorum for meetings of the Strategy and Finance Committee shall be six members of whom four must be lay.

6. The functions of the Strategy and Finance Committee shall be as follows:-

   (a) Finance

   It shall be responsible for:
(i) Preparing forward financial plans supporting the University Corporate Plan for approval by the Council;
(ii) Recommending to the Council and implementing general financial Policy, including the Treasury policy;
(iii) Controlling the overall distribution of financial and other resources;
(iv) Recommending annual budgets to the Council
(v) Having oversight of annual income and expenditure, self-financing units and cash flow;
(vi) Having oversight of, and authorising significant financial dealings with outside bodies, including any fundraising appeals;
(vii) Receiving the Annual Financial Statements for the University, subsidiary companies and Trusts and presenting them to the Council for approval;
(viii) Taking such actions as are required by the Council or authorised by the Council in connection with the Financial Statements whether on the recommendation of the Audit Committee or otherwise;
(ix) Financial considerations relating to staff employment (including pension arrangements and promotions) except where the Council has explicitly directed otherwise;
(x) Subsidiary companies and other shareholdings either by the University or a subsidiary company;
(xi) Trusts, save where the Council has appointed another Committee to have responsibility;
(xii) Authorising and monitoring the acquisition and disposal of land and property;
(xiii) Recommending to Council policy on loan capital or other debt and authorising commitments within any limits specified by Council.

(b) Estates

(i) Recommending to the Council and implementing an Estates Strategy;
(ii) Within the framework of the Estates Strategy, authorising and monitoring building programmes;
(iii) Bringing forward to the Senate and Council such other proposals as it may deem fit.

(c) Academic and Institutional Plan

It shall be responsible for recommending to the Council each year the University’s Strategic Plan following appropriate consultation.

(d) Services

It shall have responsibility for:

(i) The Halls Corporation;
(ii) Safety and occupational health within the University.

(e) Risk
It shall have responsibility for the overall risk profile of the University and for monitoring such specific risks as shall be assigned to it within the University’ Risk Register.

(f) Other Matters

It shall be responsible for such other matters as are referred to it by the Council.

Unless instructed otherwise by the Council the Committee may delegate business and, where appropriate, power of decision to its Sub-Committees and to the University Executive Board.

The Committee shall at all times operate within the guidelines of policy agreed by the Council.

Board of Trustees for the University of Reading Employees’ Pension Fund (UREPF)

University Appointed Trustees

    Mr K.N. Hodgson (Chair)
    Mr S.P. Sherman from 1.01.2016
    Mr D.C.L. Savage
    Mr J.J. Brady

Member Nominated Trustees

    Mrs V. Davis
    Mr M. Taylor
    Mrs S. Mott

Secretary       The Pensions Officer (for whom Miss K. Williams acts)

UREPF Governance Sub-Committee

    Mr K.N. Hodgson (Chair)
Miss S. May
Mrs S. Mott
Mr M. Taylor

Secretary  The Pensions Officer (for whom Miss K. Williams acts)

**UREPF Investment Sub-Committee**

Mr S. Sherman (*Chair*)
Mr K.N. Hodgson
Miss S. May
Mr D.C.L. Savage

Secretary  The Pensions Officer (for whom Mr J. Dinsdale acts)

**Board of Trustees for the University of Reading Pension Scheme (URPS)**

Mr K.N. Hodgson (*Chair*)

Two University appointed Trustees

Mr D.C.L. Savage
Mr J. Brady

Member nominated Trustees

Miss A. Kaur
Miss L. Read

Secretary  The Pensions Officer (for whom Miss K. Williams acts)

**URPS Governance Sub-Committee**

Mr K.N. Hodgson (*Chair*)
Mr J. Brady
Miss A Kaur
Miss S. May

Secretary  The Pensions Officer (for whom Miss K. Williams acts)

**Investments Committee**

*Chair (a lay member of the Council, normally a member of the Strategy and Finance Committee)*

Mr R.E.R. Evans  31.7.2017

*Ex officio*
Terms of Reference:

1. To manage the long-term investments of the University and its Trusts, including the real property held for investment purposes or which is surplus to the requirements of the University and its Trusts.

2. To oversee the operational management of the investment property portfolio for the University and its Trusts including the addition or disposal of property to or from the portfolio from time to time.

3. To appoint agents, investment managers and other advisors to act for the University and its Trusts.

4. To advise the Strategy and Finance Committee or the relevant Trust Committee whether any properties currently in use ought to transfer to the investment property portfolio.

5. In accordance with Council Resolution 1(d), Minute 4936, to carry out the University’s duties as Trustee of the Research Endowment Trust, including the allocation of funds (if any) each year to the University.

6. To keep under review the University’s medium-term financial and financing strategies.
7. To meet not less than three times each year.

8. To keep under review those risks on the University corporate risk register in which the Committee has an interest.

9. To undertake other such matters as are referred to it by the Strategy and Finance Committee.

**Student Experience Committee**

**Membership**

Ms S. Woodman, Vice-President of the Council *(Chair)* 1.1.2016 to 31.7.2017
Mr K. Corrigan, Lay member of Council 1.8.2016 to 31.12.2019
Dr B. Rawal, Lay member of Council 1.1.2016 to 31.12.2018

Professor G. Brooks, Pro-Vice-Chancellor appointed by the Council
Mr B. Cooper, President of the Students’ Union
Ms P. Oppenheimer, Welfare Officer of the Students’ Union
Mr S. Joshi, Diversity Officer of the Student’s Union
Mr N. Hamilton, Education Officer of the Students’ Union
Ms M. Philpott, Student Activities Officer for Students’ Union

*By co-option:*

RUSU Postgraduate (taught) Part Time Officer, RUSU Postgraduate (Research) Part Time Officer to serve for a period of a year, renewable for one further year.

*In attendance:*

Mr D.C.L. Savage, Chief Operating Officer
Mrs A. Cheshire, Director of Student & Applicant Services
Mrs A. Callaghan, Teaching and Learning Dean appointed by the Council.

*Secretary*  Mr K.H. Swanson (appointed by the University Secretary)

Invitations will be made from time to time to other staff or student representatives for specific items.

*Terms of Reference:*

1. The Committee shall normally meet once in each Term, shall consider such matters as may from time to time be delegated to it by the Council, the Strategy and Finance Committee and the University Executive Board, and shall report routinely to the Council.
2. The quorum for meetings of the Committee shall be five members of whom at least two shall be appointees of the Council or employees of the University and at least two of whom shall be officers or employees of the Students’ Union.

3. In general, the Committee shall:

(a) advise the Council on any policy proposals that specifically affect student-focused non-academic activity with a view to ensuring that the student voice is embedded in the development of strategic and operational policy in these and related areas; and

(b) monitor the implementation and effectiveness of such strategies as the University might from time to time adopt in relation to the student experience.

4. More specifically, the Committee shall exercise oversight on behalf of the Council of matters that have a bearing on the student experience including, but not limited:

(a) employability and student development;
(b) health and wellbeing;
(c) sporting facilities, student societies and community activities;
(d) academic support activities, such as the Library, IT Services and pastoral care;
(e) analysis of collective feedback on the student experience;
(f) student conduct, discipline and complaints, primarily in dialogue with the Standing Disciplinary Committee and the Complaints Committee; and
(g) such other student-focused activities as the Council may from time to time determine.

5. In particular regard to the Students’ Union, the Committee shall:

(a) encourage areas of synergy between the University and the Students’ Union;
(b) keep under review the financial position of the Students’ Union and, upon receipt of the Students’ Union financial statements, report to the University Executive Board, the Strategy and Finance Committee and the Council any concerns about the financial affairs of the Students’ Union;
(c) taking advice from University Executive Board, determine on behalf of the Council, the Students’ Union Block Grant for the forthcoming financial year;
(d) report to the Council any matter relating to the Students’ Union Constitution, including any regarding the review of the Constitution required under the Students’ Union Code of Practice and to frame appropriate recommendations; and
(e) monitor the overall financial and non-academic relationship between the Students’ Union and the University and, where necessary, bring forward any recommendations for changes to that relationship.
Sub-group on Fees, University Bursaries and Scholarships (FUBS)

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Student and Applicant Services (Chair)</td>
<td>Mrs A. Cheshire</td>
</tr>
<tr>
<td>Director of Admissions (or their nominee)</td>
<td>Mr J. H. Ackroyd</td>
</tr>
<tr>
<td>Director of the Reading International Office (or their nominee)</td>
<td>Mrs S. Myles</td>
</tr>
<tr>
<td>Head of Marketing (or their nominee)</td>
<td>Mr M. Berger-North</td>
</tr>
<tr>
<td>Coordinator Student Recruitment and Outreach</td>
<td>Dr R. South</td>
</tr>
<tr>
<td>Applications Manager RISIS Development and Support (or their nominee)</td>
<td>Dr R.J. Crabtree</td>
</tr>
<tr>
<td>An Associate Dean (Teaching and Learning)</td>
<td>Mr R. Gibbard</td>
</tr>
<tr>
<td>Head of Individual Giving, Campaigns and Supporter Engagement Office</td>
<td>Mr E. Pickering</td>
</tr>
<tr>
<td>Acting Head of Financial Planning and Analysis</td>
<td>Miss M. Misselbrook</td>
</tr>
<tr>
<td>Head of Student Support Services and Operations</td>
<td>Miss J. Poulton</td>
</tr>
<tr>
<td>Head of the Doctoral Research Office</td>
<td>Mr J. Lloyd</td>
</tr>
<tr>
<td>The Diversity Officer of the Students’ Union</td>
<td>Ms S. Joshi</td>
</tr>
</tbody>
</table>

Secretary Mrs D. Hobbs (appointed by the University Secretary)

Terms of Reference:

1. To establish an annual timetable and approval process for fee-setting across all programmes.

2. To ensure that a recommended fee for every programme on RISIS is brought to STRAM for approval annually in line with this timetable. (N.B. HBS will set their own fees and these will be sent straight to the University Executive Board for approval.

3. In preparing fee recommendations, to consider fee data from competitor institutions and particularly relevant differentials, e.g. Home/EU and international students, placement/study abroad and Erasmus fees, and undergraduate/ postgraduate fee levels.

4. To develop proposals and recommendations for scholarship programmes and prizes and bring these forward to STRAM.

5. To review the range of existing scholarships and prizes and, where appropriate, make recommendations to STRAM on their more effective use.

6. To oversee the operation of the University’s bursary schemes including, but not limited to, those proposed by the Sub-group on Widening Participation and included in the Access Agreement between the University and OFFA.

7. To monitor annual spend against budget for scholarship programmes, prizes and bursaries.
8. To ensure that all relevant offices are informed of fee decisions and the availability and level of scholarships and bursaries so that consistent and up to date information is available to both internal and external stakeholders, e.g. RISIS, SRO, RIO, Marketing.

**Widening Participation Strategy and Access Agreement Committee**

*Ex Officio*
- Pro-Vice-Chancellor (Chair) - Professor G. Brooks
- Teaching and Learning Dean - Dr O. Kennedy
- Director of Student and Applicant Services - Ms. A. Cheshire
- Director of Student Development and Access - Dr P.E. Woodman
- Director of Careers and Employability Services - Ms L. Froud
- Acting Head of Student Recruitment and Outreach - Dr R. South
- Finance Planning and Strategy Manager - Ms M. Misselbrook
- Finance Business Partner - Ms. S. Hockly
- A Representative from the Students’ Union - Mr S. Joshi

*Secretary* Mr J. Carpenter (appointed by the University Secretary)

**Terms of reference:**

1. To consider and develop the University’s Widening Participation and Access Strategy, ensuring it is aligned with the University Strategy

2. To oversee the preparation, approval and submission of the Annual Access Agreement with the Office for Fair Access (OFFA) and the associated subsequent annual monitoring report

3. To consider, develop and disseminate the principles and processes through which the University allocates ‘Access Funding’ (the ring-fenced UK/EU undergraduate fee income that the University of Reading is committed through its Access Agreement to spending on OFFA-countable access activity)

4. To allocate this ‘Access Funding’ internally

5. To monitor the use of ‘Access Funding’ and the HEFCE Student Opportunities Allocation and the results of Access-funded activity, both for the purposes of external reporting and to ensure compliance with the terms on which the funding was allocated

6. To assess the effectiveness of activities funded through Access spend against access agreement targets and University strategic objectives and KPIs
7. To offer advice to other committees and individuals on matters relating to widening participation and access, particularly those areas covered by the Access Agreement and the HEFCE Student Opportunities Allocation.

8. To report as required to the University Executive Board; the University Board for Teaching and Learning; and the Sub-Committee for Student Experience and Support.

**Students’ Union: Trustee Board**

**Officer Trustees**

- The President: Mr B. Cooper
- The Education Officer: Mr N. Hamilton
- The Welfare Officer: Ms P. Oppenheimer
- The Student Activities Officer: Ms M. Philpott
- The Diversity Officer: Mr S. Joshi

**Student Trustees**

- Ms H. Cottingham
- Ms J. Suess
- Ms J. Huang
- Ms J. Tabeart

**External Trustees**

- Ms A. Tigerstadt
- Mr M. Stoddart
- Mr I. Franklin
- Mr B. Dwyer

**Secretary**

Mr R. Silcock, Chief Executive of Students’ Union

**University Executive Board**

- The Vice-Chancellor *(Chair)*
- The Deputy Vice-Chancellor
- The Pro-Vice-Chancellors
- The Heads of Service
Secretary  Ms L.V. Sharman (appointed by the University Secretary)

Terms of Reference:

Subject to the Charter and Ordinances and subject to such direction as it may from time to time receive from the Council or the Strategy and Finance Committee, the University Executive Board shall be responsible for:

(i)  The consideration of, and the framing of recommendation on, such policy matters as it may itself determine or as may be referred to it by the Council, Senate or Strategy and Finance Committee;
(ii) The consideration of, and framing of recommendations on, all matters relating to the allocation of resource, to academic and institutional planning and to the strategic direction of the research, teaching and learning, and international initiatives of the University;
(iii) The receipt of, and the co-ordination of responses to, all communications from the HEFCE and similar bodies other than those exclusively relevant to the Strategy and Finance Committee or other body or to a specific office or officers;
(iv) Through its Probationary Review Sub-Committee, the confirmation, or otherwise, of probationary appointments for Academic Staff;
(v) The recommendation to the Council through the Senate of appointments to Visiting Professorships;
(vi) The monitoring of such risks as may be assigned to it within the University’s Risk Register.

The Board will report to the Senate and to the Strategy and Finance Committee as appropriate.

Probationary Review Sub-Committee

Ex officio

The Chair of Staffing Committee (Pro-Vice-Chancellor, Professor Van de Noort) (Chair)
The Deputy Vice-Chancellor (Research) (Professor Mithen)
The Pro-Vice-Chancellor (Teaching and Learning) (Professor Brooks)
The Dean of Postgraduate Research Studies

In attendance
A representative from Human Resources

Secretary  Ms L.V. Sharman (appointed by the University Secretary)
University Farms Board

The Chief Operating Officer  Mr D.C.L. Savage *(Chair)*
A Pro-Vice-Chancellor  Mr V. Raimo

*Ex officio*

The Head of the School of Agriculture, Policy and Development  Professor J.R. Park
Another academic member of the School of Agriculture, Policy and Development  Dr A.P. Bailey
Head of Animal, Dairy and Food Chain Science  Professor D.I. Givens
The Director of CEDAR  Professor C.K. Reynolds
The Director of Finance and Corporate Services  Ms C.A.B. Wright

*Two lay members (normally Farmers), appointed by the Strategy and Finance Committee*

Mr D. Homer  31.7.2018
Mrs J. Dyson  31.7.2018

*By invitation*

The Farms Manager  Mr J.S. Lamburn

*The Board shall co-opt to membership such additional persons as it may from time to time determine*

*Secretary*  The Director of Finance and Corporate Service (for whom Dr S.E. Mealor acts)

Terms of Reference:

1. To keep under review the University’s farming activities as carried out at Sonning and CEDAR Farms, bearing in mind the University’s overall interest.

2. To approve the annual revenue and capital budgets for each farming operation.

3. To keep under review the financial position of each farming activity and take such action as is necessary to ensure agreed budgets are achieved.

4. To keep under review the staffing arrangement for each farming operation and advise the Head of School accordingly.

5. To keep under review the health and safety performance of the University’s farming operations.

6. To make recommendations and report to the University Executive Board as required.
Joint University/UCU Committee

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
Professor R. Van de Noort
The Director of Human Resources

One member of the Senate appointed by the Senate

Dr E.M. McCrum

Six members of the Reading Association of the UCU

The President of the Reading Association
Dr P.E. Hatcher (Chair)

Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:

Professor I. Mueller-Harvey
Mrs S. Pellow
Dr M. Schoeter
Mr M. McAulay, UCU Regional Official
One vacancy

Secretary

The University Secretary (for whom Dr R.J. Crabtree acts)

The Chair alternates between the Vice-Chancellor and President of the Reading Association.

(Membership revised from 1 October 2012, following approval of the new Recognition Agreement by Council in July 2012, and further revised from 1 October 2013 to discontinue the representation of a lay member of Council.)

Terms of Reference:

To discuss matters concerning terms and conditions of employment of Academic and Related Staff, and to make recommendations to the Strategy and Finance Committee, Senate and Council.
Reports to Senate, Strategy and Finance Committee and Council.

Animal Welfare and Ethical Review Body

Ex Officio

<table>
<thead>
<tr>
<th>Chair</th>
<th>Dr Richard Messer</th>
<th>Establishment Licence Holder</th>
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</thead>
<tbody>
<tr>
<td>Dr Geoff Botting</td>
<td>Independent External Lay Member</td>
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<tr>
<td>Professor Laurie Butler</td>
<td>Head of School of Psychology and Clinical Language Sciences</td>
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<tr>
<td>Mr Andrew Cripps</td>
<td>NACWO (Small Animals)</td>
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<tr>
<td>Professor Mark Fellowes</td>
<td>Head of School, Biological Sciences</td>
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<tr>
<td>Mr Colin Green</td>
<td>NACWO (Large Animals)</td>
<td></td>
</tr>
<tr>
<td>Mr Dave Humphries</td>
<td>NACWO (Large Animals)</td>
<td></td>
</tr>
<tr>
<td>Mr Barney Jones</td>
<td>NACWO (Large Animals)</td>
<td></td>
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<tr>
<td>Mrs Maggie Lloyd</td>
<td>NVS (Small Animals)</td>
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<tr>
<td>Professor Julian Park</td>
<td>Head of the School of Agriculture, Policy and Development</td>
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<tr>
<td>Dr Mike Proven</td>
<td>Head of Quality Assurance in Research</td>
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<tr>
<td>Mr Barney Reed</td>
<td>Independent External Lay Member</td>
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<tr>
<td>Miss Tanya Sage</td>
<td>NACWO (Small Animals)</td>
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<tr>
<td>Mr Chris Trower</td>
<td>NVS (Large Animals)</td>
<td></td>
</tr>
<tr>
<td>Dr Parveen Yaqoob</td>
<td>Head of Chemistry, Food and Pharmacy</td>
<td></td>
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</tbody>
</table>

Secretary: Ms L.V. Sharman

Halls Accommodation Committee

Ex officio

The Chief Operation Officer
Accommodation Contract Management Director
Director of Estates and Facilities
Teaching and Learning Dean  
Warden or Warden Liaison Officer  
President, RUSU of Welfare Officer, RUSU  
Community Relations Officer

Secretary    Ms K. Jackson

Terms of Reference:

The University’s Halls of Residence form a key component of the student experience at the University of Reading. Whilst the services in halls are now operated by an outsourced provider (UPP) under contract, the University remains the landlord and is responsible for managing the contract with UPP. It is the University that determines the strategic direction of accommodation which aims to support wider university student recruitment and student journey strategies.

The remit of the Halls Accommodation Committee is:

1) To decide on the annual instructions to UPP in relation to accommodation providers and if the undergraduate guarantee of accommodation is to be modified;

2) To discuss and decide on the annual over-subscription strategy;

3) To discuss future halls development (both new build and specific refurbishments) and make recommendations to the University Executive Board;

4) Consider the role of Halls JCRs from the perspective of the University;

5) Receive the outcome of the halls student satisfaction surveys and other related audits and consider follow up actions;

6) To look at student accommodation related issues and complaints;

7) To lead on in the annual rent setting process including making proposals to the University Executive Board.

8) To receive proposals and advise on any programmes or courses that have specific accommodation needs.
Representatives of the University on University Courts

Court of the University of Bristol
  Normal period of tenure – seven years
  Emeritus Professor S. Nortcliff 31.12.2017

Court of the University of Surrey
  Professor P. Glaister 30.6.2017
Appendix 1

Committee Membership of Lay Members of Council

Mr T. Bartlam (31.7.2017)

- Audit Committee (from 1.1.15)
- Discipline: Disciplinary Appeals Committee
- Investments Committee

Mr T. Beardmore-Gray (31.7.2017)

- Audit Committee (Chair)

Mr K. Corrigan (31.07.2019)

- Investments Committee
- Student Experience Committee

Lord Crisp (31.7.2017)

- Honorary Degrees: Joint Standing Committee of the Council and Senate
- Standing Disciplinary Appeals Committee
- Statute XXXIII Tribunals
- Statute XXXIII Grievances


- Strategy and Finance Committee

Dr P.A. Erskine (31.7.2019)

- Honorary Degrees: Joint Standing Committee of the Council and Senate
- Strategy and Finance Committee

Mr R.E.R. Evans, Vice-President of Council (31.7.2019)

- Appointments and Governance Committee
- Investments Committee (Chair)
- Remuneration Committee (Chair)
- Strategy and Finance Committee
- Statute XXXIII Grievances
Dame Moira Gibb (31.7.2019)

Discipline: Standing Disciplinary Appeals Committee *(Substitute member)*
Honorary Degrees: Joint Standing Committee of the Council and Senate

Ms K. Owen (31.07.2018)

Appointments and Governance Committee
Audit Committee (from 1.01.2016)
Remuneration Committee

Mr H.W.A. Palmer QC (31.7.2017)

Discipline: Disciplinary Appeals Committee *(Substitute member)*
Statute XXXIII Tribunals

Dr P.R. Preston, President of Council (31.7.2019)

Appointments and Governance Committee
Audit Committee
Honorary Degrees: Joint Standing Committee of the Council and Senate
Investments Committee
Remuneration Committee
Strategy and Finance Committee

Mr S.C.C. Pryce (31.7.2019)

Investments Committee
Strategy and Finance Committee

Dr B. Rawal (31.12.2018)

Student Experience Committee

Mr S.P. Sherman (31.7.2019)

Appointments and Governance Committee
Audit Committee
Discipline: Disciplinary Appeals Committee *(Substitute member)*
Remuneration Committee
Strategy and Finance Committee
Board of Trustees for the University of Reading Employee’s Pension Fund

Ms S. Webber (31.07.2018)

Ms S.M. Woodman, Vice-President of Council (31.7.2017)

Appointments and Governance Committee
Grade 9 Annual Review Advisory Group
Professorial Annual Review Advisory Group
Remuneration Committee (Chair)
Statute XXXIII Grievances
Statute XXXIII Tribunals
Student Experience Committee
Strategy and Finance Committee
Appendix 2

Terms of Office
Deputy Vice-Chancellor

Professor S.J. Mithen 31.7.2018

Pro-Vice-Chancellors

Professor G. Brooks 31.7.2019
Mr V. Raimo 31.7.2019
Professor R. Van de Noort 31.7.2019

Research Deans

Professor R. Bennett  Food  31.7.2021
Professor R. Gilchrist  Heritage & Creativity  31.7.2021
Dr P. Newton  Environment  31.7.2021
Professor A. Williams  Health  31.7.2021
Professor D. Zaum  Prosperity & Resilience  31.7.2021

Teaching and Learning Deans

Dr D.M. Carter  International (UK & Europe)  31.7.2021
Professor C.L. Furneaux  Student Experience  31.7.2021
Professor R. Gibbard  International (Worldwide, other than UK, and Europe)  31.7.2021
Dr O.B. Kennedy (Dr A. Callaghan until 31. May 2016)  Student Achievement  31.7.2021
Dr E. McCrum  Quality, Enhancement and Curriculum Development  31.7.2021

Deans for Diversity and Inclusion

Professor E. Highwood  31.7.2020
Professor S. Chandler-Wilde  31.7.2020

Heads of Schools

School of Arts and Communication Design  Professor J.C. Bignell  31.12.2016
Institute of Education  Dr John Gibbs  31.12.2023
School of Humanities  Dr C. Tissot  31.7.2019
School of Humanities  Professor K. Pollman  31.7.2017
<table>
<thead>
<tr>
<th>School of Law</th>
<th>Professor S.C. Breau</th>
<th>31.7.2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Literature and Languages</td>
<td>Professor A.J. Donnell</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>School of Politics, Economics and International Relations</td>
<td>Professor U. Kamphampati</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>International Study and Language Institute</td>
<td>Professor R. Richards</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>School of Agriculture, Policy and Development</td>
<td>Professor J.R. Park</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>School of Biological Sciences</td>
<td>Professor M.D.E. Fellowes</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>School of Chemistry, Food and Pharmacy</td>
<td>Professor P. Yaqoob</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>School of Psychology and Clinical Language Sciences</td>
<td>Professor L.T. Butler</td>
<td>31.7.2022</td>
</tr>
<tr>
<td>School of the Built Environment</td>
<td>Professor S.D. Green</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>School of Archaeology, Geography and Environmental Science</td>
<td>Dr N. Branch</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>School of Mathematical, Physical and Computational Sciences</td>
<td>Professor B. Cosh</td>
<td>31.12.2022</td>
</tr>
</tbody>
</table>

**Henley Business School**

<table>
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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business and Strategy</td>
<td>Professor J.T. Walker</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>The International Capital Markets Association Centre</td>
<td>Professor A. Bell</td>
<td>31.2.2020</td>
</tr>
<tr>
<td>Leadership, Organisations and Behaviour</td>
<td>Professor A. Godley</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Marketing and Reputation</td>
<td>Professor N. Kakabadse</td>
<td>31.7.2019</td>
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<tr>
<td>Real Estate and Planning</td>
<td>Mrs C. Hughes</td>
<td>31.7.2019</td>
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