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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

University Secretary and Director of Governance    Mr K.N. Hodgson
Director of Student and Academic Services   Dr R.J. Messer
Director of External Affairs   Mr S.P.R. Horan
Director of Estates and Facilities Management  Mr C. Robbins
Director of Finance and Corporate Services  Mr D.C.L. Savage

Industrial and Commercial Partners

Ms P. Alexander    SEEDA
Mr D. Archer    Pitmans Solicitors
Mr M.J. Beaumont    Foster Wheeler Ltd
Sir Michael Bichard    Greenslands Trust
Mr M. Blunden    Boyes Turner
Mr J. Braithwaite CBE    SEEDA
Mr M. Broadbent    SEEDA/TVEP
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
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 I. Smith    PriceWaterhouseCoopers
Mr S. Smith    Chair of the Henley Alumni Board and of Amex Card Services
Mr T. Wheeler  
Mr S. Whittaker  
Dame Jo Williams

Brixton plc  
TVEP  
The Chief Executive Officer of QinetiQ

Supporters of the University

(i) Up to six representatives of the Friends of the University
   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
     Lady Sainsbury

Members of Parliament

Mr R. Benyon MP
Mr P. Goodman MP
Ms F. MacTaggart MP
The Rt Hon Theresa May MP
The Rt Hon John Redwood MP
Mr R. Wilson MP
Mr A. Sharma MP

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  
The Mayor of Reading  
The Mayor of Wokingham

Councillor P.A. Philips  
Councillor D. Edwards  
Councillor D. King

Local authority officers

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

Mr M. Coughlin  
Ms K. Satterford
Health professionals

Chairman, Royal Berkshire and Battle Hospitals NHS Trust
Chair, Berkshire Healthcare NHS Trust
Chief Executive, Royal Berkshire and Battle Hospitals NHS Trust
Chief Executive, Berkshire Healthcare NHS Trust

Employers of Reading graduates

Mr P. Taylor-Smith (SEEDA)
Vacancies

Associated Institutions and Associate College Network

(i) The Heads of Associated Institutions
College of Estate Management Dr A. Heywood
East Malling Research Professor P.J. Gregory
Eden Project Ltd Dr T. Smith
Institute for Animal Health Vacancy
Natural History Museum Dr M. Dixon
NERC Centre for Ecology and Hydrology Professor P. Nuttall
Randolph College Dr L. Franke
Reading Scientific Services Ltd Ms K. O'Donnell
Rothenstede Research Professor L.R. Crute
Royal Horticultural Society Miss I. Grimsey
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 T. Jackson
Bracknell and Wokingham College Mr H. O’Keeffe
Basingstoke College of Technology Ms J. Armstrong

Up to twenty representatives of Local Schools

Ms D. Ajose Prospect School
Mrs M. Ball Baylis Court Secondary School
Mr C. Clare Geoffrey Fields Junior School
Mr M. Duncan Brighton Hill Community College
Mr R. Elsey Edgbarrow School
Ms T. Frackleton Hatch Ride Primary School
Mr S. Hempson-Jones The Hawthorns Primary School
Mr I. Hylan Cox Green School
Mrs J. Jarvis Calcot Infant & Nursery School
Mr A.J. Linnell Desborough School
Ms D. Lister Slough Centre Nursery
Mr A.N. Matthias The Emmbrook School, Wokingham
Ms T. Opalko St Edmund Campion Primary
Ms S. Rafter Robert Mays School
Mrs S. Rowe The Coombes Infant School
Ms M. Shortfall Waingel's College
Dr P. Thomas Maiden Erleigh School
Three vacancies
Recent Honorary Graduates and Fellows of the former Henley Management College

Dr. L. Arnold  
Dr J. Armitt  
Professor M. Belbin  
Dr H. Blumenthal  
Dr M. Bond  
Dame Lynne Brindley  
Dr D. Burridge  
Dr T.A.B. Corley  
Dr P.A. Erskine  
Dr T.G. Ford  
Dr J. Godfrey  
Dr M. Green  
Dr P. Hillebrandt  
Professor J.R. Knowlson  
Dr S. LehrFreund  
Sir Peter Michael  
Professor G. Materlik  
Mr J. Roberts  
Ms V. Scouler  
Dr S. Solomon  
Mr J. Steele  
Emeritus Professor M.L. Twyman  
Sir Philip Wroughton

Former members of the Council of this University

Mr W. Barclay  
Sir William Benyon  
Dr G.P. Botting  
Mr D. Gibbons  
Miss C. Harmer  
Councillor Mrs P. Helliar-Symons  
Mr D. Luffrum  
Mr P.D. Orchard-Lisle  
Dr E.S. Page  
Mr A.E. Palmer  
Dr W.A. Palmer  
Dr M.E. Rayner  
Dr P. Walsh  
Dr J.D. Wilkins  
Professor Sir Roger Williams

The Presidents of the Hall Junior Common Room Committees
The Council

Statutes XIV and XV, and Ordinance XLIV 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

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

Mr T. Bartlam C08/68 31.7.2012
Mr R. Buller C08/68 31.7.2012
Mr R. Dwyer (Vice-President of the Council) C08/68 31.7.2012
Dr P.A. Erskine C10/44 31.7.2013
Mr R.E.R. Evans C11/22 31.7.2014
Mr J.D. Fishburn C08/68 31.7.2012
Mr C.C. Fisher (President of the Council) C09/09 31.7.2012
Professor S. Hawker C09/49 31.7.2013
Mr H.W.A. Palmer QC C11/22 31.7.2014
Dr P.R. Preston C11/42 31.7.2014
Dr A.P. Reed C09/49 31.7.2013
Mrs J.M. Scott (Vice-President of the Council) C11/22 31.7.2013
Mr S.P. Sherman C10/23 31.7.2013
Ms S.M. Woodman C11/42 31.7.2014

Class 3: The Deans of the Faculties

Professor G.H. Tucker Arts, Humanities and Social Science
Professor J. Board Henley Business School
Professor R.H. Ellis Life Sciences
Professor G. Marston Science

Class 4: One member of the Senate not being a registered student of the University to be appointed by the Senate

Vacancy

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 Statute XVI.

Dr I. Mueller-Harvey C11/33 31.7.2014
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.

Mrs B. Edwards  
C11/33  
31.7.2014

Class 7: One member of Convocation not being an employee or registered student of the University to be appointed as provided in the Ordinances.

Professor A.M. Hodge  
C09/09  
31.7.2012

Class 8: 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  
Vice-President (Academic Affairs) of the Students' Union

Alternates

Vice-President (Democracy and Campaigns) of the Students' Union  
Vice-President (Welfare and Representation) of the Students' Union

Secretary: The University Secretary (Mr K.N. Hodgson)
### The Senate

Statutes XVI and XVII define the membership and powers of the Senate.

**Ex officio**

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

**Deans of the Faculties**

- Professor G.H. Tucker: Arts, Humanities and Social Science
- Professor J. Board: Henley Business School
- Professor R.H. Ellis: Life Sciences
- Professor G. Marston: Science

**The Faculty Directors of Research**

- Professor G.H. Tucker: Arts, Humanities and Social Science
- Professor V.A. Gibson: Henley Business School
- Professor R.H. Ellis: Life Sciences
- Professor G. Marston: Science

**The Faculty Directors of Teaching and Learning**

- Dr M-M. Kleinhans: Arts, Humanities and Social Science
- Dr P.E. Woodman: Arts, Humanities and Social Science
- Dr P.M. Miskell: Henley Business School
- Professor J.R. Park: Life Sciences
- Dr O.B. Kennedy: Science

**The Heads of the Schools**

- Professor J.C. Bignell: Arts and Communication Design
- Professor S.N. Chandler-Wilde: Mathematical and Physical Sciences
- Professor M. Clark: Marketing and Reputation
- Dr B. Cosh: Systems Engineering
- Professor C.J.H. Duggan: Literature and Languages
- Professor J.A. Ellis: Psychology and Clinical Language Sciences
- Dr M.D.E. Fellowes: Biological Sciences
- Professor A. Ghobadian: Leadership, Organisations and Behaviour
- Mr R. Gibbard: Real Estate and Planning
- Professor M.J. Gooding: Agriculture, Policy and Development
- Professor A.C. Goodwyn: Institute of Education
- Professor S.D. Green: Construction Management and Engineering
- Professor C.J. Hilson: Law
- Professor K. Liu: Business Informatics, Systems and Accounting
- Professor G.P. Meen: Politics, Economics and International Relations
- Professor R.B. Potter: Human and Environmental Sciences
- Ms A.C. Quinn: Health and Social Care (until 31 March 2012)
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.

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.

Twelve members of the Academic and Academic-related Staff not being Professors elected by and from amongst the members of the Academic and Academic-related Staff excluding Professors. For the purposes of this clause Professor is defined as in Clause (8) above. Each member so elected shall hold office for three years and shall be re-eligible.
Five officers of the Students’ Union as determined from time to time by the Senate after consultation with the Students’ Union.

Mr K. Hobley  The President of the Students’ Union  7.2012
Mr A. Slater  The Vice-President (Academic Affairs)  7.2012
Ms S. Johnson  The Vice-President (Welfare and Representation)  7.2012
Mr J. Legon  The Vice-President (Student Activities)  7.2012
Mr B. Haines  The Vice-President (Democracy and Campaigns)  7.2012

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

Mr C. Daly  Arts, Humanities and Social Science
Mr J. Kirkpatrick  Arts, Humanities and Social Science
Mr M. Chimbombi  Henley Business School
Ms C. Dalziel  Life Sciences
Mr A. Hartley  Science

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 D.C. Berry  S10/49  31.7.2013
Dr F.J. Davis  S10/72  31.7.2013
Professor P. Grindrod  S10/49  31.7.2013

Secretary: The University Secretary (Mr K.N. Hodgson)

The Heads of Directorate shall have a right of attendance at meetings of the Senate.
University Board for Teaching and Learning

Ex officio

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

The Faculty Directors of Teaching and Learning

Dr M-M. Kleinhans  Arts, Humanities and Social Science
Dr P.E. Woodman  Arts, Humanities and Social Science
Dr P.M. Miskell  Henley Business School
Professor J.R. Park  Life Sciences
Dr O.B. Kennedy  Science

Director of Student and Academic Services  Dr R.J. Messer
Director of Student, Learning and Teaching Services  J.A. Ghandhi
Director of Postgraduate Research Studies  Professor D.C. Berry
Director of Academic Quality Support  Mr K.H.S. Swanson
The Vice-President (Academic Affairs) of the Students’ Union  Mr A. Slater
The President of the Students’ Union  Mr K. Hobley

Rights of Attendance

The Deans of the Faculties

Secretary:  Ms V.A. Howard (appointed by the Director of Student and Academic Services)

Sub-Committee on Delivery and Enhancement of Teaching and Learning

The Faculty Directors of Teaching and Learning (of whom both will act as Chair)
The President of the Students’ Union
Director of Student and Academic Services
Director of Student, Learning and Teaching Services
Director of Postgraduate Research Studies
Chair of the Committee on Teaching and Learning Facilities
The Librarian
Director of IT Services
Director of Academic Quality Support
Director of the Centre for the Development of Teaching and Learning
Programme Director of the Postgraduate Certificate in Academic Practice
Greenlands Examinations Officer
A University Study Advisor
The Vice-President (Academic Affairs) of the Students’ Union

Dr M-M. Kleinhans
Mr K. Hobley
Dr R.J. Messer
J.A. Ghandhi
Professor D.C. Berry
Mrs J.H. Munro
Vacancy
Mr K.H.S. Swanson
Dr J.E. Phelps
Dr N. Brooke
Miss T. Shore
Dr J. Turner (alternate: Dr K. Shahabudin)
Mr A. Slater
No fewer than two members from amongst the Academic Staff of the University

Dr D. Carter
Mr R. Gibbard
Dr E.M. McCrum
Dr R.J. Mitchell
Dr K. Strohfeldt-Venables

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Ms J.L. Chetcuti (appointed by the Director of Student and Academic Services)

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 Management Information and Monitoring

The Faculty Directors of Teaching and Learning (of whom both will act as Chair)
The President of the Students’ Union
Director of Planning Support

Head of Admissions
The Sub-Deans

The Faculty Director of Administration, Henley Business School
Director of the Centre for the Development of Teaching and Learning
International Market Research and Communications Officer
RISIS Applications Manager
Academic Registrar
Director of Marketing and Recruitment

Planning Support Officer

Dr M-M. Kleinhans and Professor J.R. Park
Mr K. Hobley
Mrs D.K. Pearce or her nominee
Dr C. Edgar
Ms S.A.R. Adams and Mr N.G. Trethewy
Mr D.A. Stannard

Dr J.E. Phelps
Ms E. Reed
Dr R.J. Crabtree
Ms L.J. Kishore
Ms C. Bysh or her nominee
Dr N.E. Helsby
No fewer than two members from amongst the Academic Staff of the University

Dr J. Gibbs  
Eur Ing Dr R.S. Sherratt

Rights of Attendance

A Pro-Vice-Chancellor

Secretary:  Mrs M.A. Davis (appointed by the Director of Student and Academic Services)

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 ensure that management information on students that the university wishes to have, is produced in relation to planning, financial projections or for any other purpose;

(b) To ensure that a joined-up approach is taken to the production and management of student data;

(c) To monitor performance relative to competitor institutions with regard to KPIs identified by the University Board for Teaching and Learning, and specifically with regard to the University’s Learning and Teaching Strategy;

(d) To monitor the University’s position in league tables and report on performance to the University Board for Teaching and Learning and to the Senior Management Board as appropriate;

(e) To advise and report to the University Board for Teaching and Learning on matters relating to student management information and the management of taught programmes.

The Sub-Committee will meet twice a term.

Sub-Committee on Student Development

The Faculty Directors of Teaching and Learning  Dr P.E. Woodman  
(of whom one will act as Chair)  alternate: Dr O.B. Kennedy

The President of the Students’ Union  Mr K. Hobley

Director of Student and Academic Services  Dr R.J. Messer

A member of the Centre for Development of Teaching and Learning  Mrs S. Morey

A Faculty Liaison Librarian  Ms H. Hathaway

A member of staff from the Study Abroad Office  Mr M. Dowse

A member of staff from the Student Experience, Employment and Careers Centre  Mrs E. Sowden  alternate: Mr K. Thompson
No fewer than two members from amongst the Academic Staff of the University

Dr M. Gee
Dr A. Renwick

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Miss V. Clarke (appointed by the Director of Student and Academic Services)

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 the full range of development activities provided by the University but which fall outside the core academic curriculum;

(b) To ensure that student development activities are appropriately aligned with the University’s Learning and Teaching Strategy and priorities;

(c) To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of such activities in terms of students personal, academic and career development;

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

The Sub-Committee will meet twice a term.

Sub-Committee on Student Recruitment and Marketing

The Faculty Directors of Teaching and Learning
(of whom one will act as Chair)
Dr P.M. Miskell
(alternate: Dr P.E. Woodman)

The President of the Students’ Union
Mr K. Hobley

Director of the International Study and Language Centre
Ms R. Richards

Director of Marketing and Recruitment
Ms C. Bysh
(alternate: Ms K. Wilson)

Director of Marketing (Henley Business School)
Mrs R. Hayes
Head of Admissions
Dr C. Edgar
Director of Reading International Office
Mrs S. Myles
Director of Student Recruit and Outreach
Ms C.J. Singleton
A member of staff from the Student Experience, Employment Careers Centre
Vacancy
A representative from Finance Vacancy
Academic Registrar Ms L.J. Kishore
Student Financial Support Manager Vacancy
Planning Support Officer Mr S. Belt

No fewer than two members from amongst the Academic Staff of the University

   Dr K. Ayres
   Professor Y. Kalyuzhnova

Rights of Attendance

   A Pro-Vice-Chancellor

Secretary:                Mr J. Stock (appointed by the Director of Student and Academic Services)

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 develop student recruitment and marketing strategies to meet admissions targets set by STRAP;

(b) To monitor the effectiveness of ongoing marketing activities (eg. the website, the prospectus and visit / open days) and to identify and embed effective practice;

(c) To make recommendations on University policy on bursaries and scholarships, and to approve all prizes;

(d) To consider the effectiveness of bursary and scholarship schemes on recruitment and the marketing profile of the University;

(e) To monitor and support the University’s Widening Participation Strategic Assessment and Access Agreement;

(f) To report to the University Board for Teaching and Learning and to the Committee on Strategy for Student Recruitment and Academic Provision.

Sub-Committee on Student Support

The Faculty Directors of Teaching and Learning Dr O.B. Kennedy;
(of whom one will act as Chair) alternate: Dr P.M. Miskell
The President of the Students’ Union Mr K. Hobley
Director of Student, Learning and Teaching Services J.A Ghandhi
Academic Registrar Ms L.J. Kishore
Head of Counselling and Wellbeing Dr A. Peña-Bizama
No fewer than two members from amongst the Academic Staff of the University

Dr N. Beard
Ms C. Furneaux

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Mr R.J. Sandford (appointed by the Director of Student and Academic Services)

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 the University’s support for students (other than direct academic support) and identify opportunities to enhance this support;

(b) To monitor activities and data relating to support for students and report on matters which could impede delivery of the University’s objectives;

(c) To foster collaboration and the sharing of good practice in the provision of support for students;

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

The Sub-Committee will meet twice a term.

Sub-Committee on Teaching and Learning Facilities

Chair

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

Ex officio

The Pro-Vice-Chancellor (Teaching and Learning)
Representatives from Faculties

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Faculty/Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms C.L. Furneaux</td>
<td>English Language and Literature</td>
<td>AHSS</td>
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<tr>
<td>Ms E. McCrum</td>
<td>Education</td>
<td>AHSS</td>
</tr>
<tr>
<td>Dr E.R. West</td>
<td>History</td>
<td>AHSS</td>
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<tr>
<td>Vacancy</td>
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<tr>
<td>Dr E. Fenton</td>
<td>Leadership, Organisations and Behaviour</td>
<td>HBS</td>
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<td>Vacancy</td>
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<tr>
<td>Mr N.F. Beard</td>
<td>Agriculture, Policy and Development</td>
<td>LS</td>
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<tr>
<td>Dr G. Stephens</td>
<td>Pharmacy</td>
<td>LS</td>
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<tr>
<td>Dr G.K. Cook</td>
<td>Construction Management and Engineering</td>
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<tr>
<td>Dr R.S. Sherratt</td>
<td>Systems Engineering</td>
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Representatives from Service Departments

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tr>
<td>Mr L.F. Beck</td>
<td>Finance and Corporate Services</td>
</tr>
<tr>
<td>Mr S.M. Gough</td>
<td>ITS</td>
</tr>
<tr>
<td>Ms D.A. Shearman</td>
<td>Campus Services, FMD</td>
</tr>
<tr>
<td>Mrs M. Whitmarsh</td>
<td>Commercial Services, FMD</td>
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<tr>
<td>Dr J.E. Phelps</td>
<td>Teaching and Learning Support</td>
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<tr>
<td>alternate: Ms M-C. Papaefthimiou</td>
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<tr>
<td>Mrs J.L. Pich</td>
<td>Deputy Director, FMD</td>
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<tr>
<td>alternate: Mr D.J. Wallace</td>
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<tr>
<td>Vacancy</td>
<td>ITS</td>
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<tr>
<td>Ms J. Pendleton</td>
<td>Central Room Bookings and Timetabling</td>
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<tr>
<td>Mr M.R. Evans</td>
<td>Projects, FMD</td>
</tr>
<tr>
<td>Mr I. Cruickshank</td>
<td>Campus Services, FMD</td>
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<tr>
<td>Ms L.J. Kishore</td>
<td>Student and Academic Services</td>
</tr>
<tr>
<td>Mr R.J.M. Wood</td>
<td>Library</td>
</tr>
</tbody>
</table>

Representative from the Students’ Union

Vice-President (Academic Affairs) of the Students’ Union  Mr A. Slater
(alternate: The President of the Students’ Union)

Secretary:  Ms L.J. Brown (appointed by the Director of Student and Academic Services)

(Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Facilities Management Committee)

Sub-Committee on Neglect of Work and Unsatisfactory Progress

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

The Faculty Directors of Teaching and Learning

One School Director of Teaching and Learning (and an alternate) to be drawn from each of the Faculties

The Vice-President (Academic Affairs) of the Students’ Union (and an alternate)
Secretary: Secretary to the University Board for Teaching and Learning (for whom Ms J.L. Chetcuti acts)

A panel shall be drawn from the membership of the Sub-Committee and shall be determined by the Pro-Vice-Chancellor (Teaching and Learning) in respect of each case, and will normally comprise at least one Faculty Director of Teaching and Learning and at least one School Director of Teaching and Learning subject to the condition that a Faculty Director of Teaching and Learning and School Director of Teaching and Learning shall not sit on the panel for cases which relate to students registered in their Faculty or School. Reports to the University Board for Teaching and Learning.
University Board for Research and Innovation

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
A Pro-Vice-Chancellor (Research and Innovation)  Professor C.M. Williams  (Chair)

Deans of the Faculties

Professor G.H. Tucker  Arts, Humanities and Social Science
Professor J. Board (or his nominee)  Henley Business School
Professor R.H. Ellis  Life Sciences
Professor G. Marston  Science

The Faculty Directors of Research (if not already members)

Professor G.H. Tucker  Arts, Humanities and Social Science
Professor V.A. Gibson  Henley Business School
Professor R.H. Ellis  Life Sciences
Professor G. Marston  Science

The Chairs of such Sub-Committees as the University Board may from time to time appoint

Professor D.C. Berry  Committee on Postgraduate Research Studies
Professor C.M. Williams  Sub-Committee on Research Excellence and Impact
Professor P. Grindrod  Sub-Committee on Innovation and Knowledge Exchange

Not more than two further members to be co-opted or appointed in a manner to be determined by the Board

Professor F.N. Crosby  Real Estate and Planning
Professor M. Lockwood  School of Mathematical and Physical Sciences

The Director of Research and Enterprise

Dr D.J. Gillham

Right of attendance

The Vice-President (Academic Affairs) of the Students’ Union  Mr A. Slater

Secretary: The Director of Student and Academic Services (for whom Dr N.E. Helsby acts)

Terms of reference:

1. To monitor the implementation of the University’s Research and Enterprise Strategies and achievement of key strategic objectives set in the University’s Corporate Plan.
2. To support and monitor the development of Research Centres of Excellence, foster interdisciplinary activity and collaboration with external organisations, including international; encourage innovative initiatives in emerging areas of strength.

3. Focusing on areas of research excellence, enable strong sustained relationships with business and other stakeholders to increase the economic and social impact of our research.

4. Evaluate the impact of our research, including through income generation, technology transfer, and knowledge exchange and policy development.

5. To ensure that RETF and HEIF funds are allocated in a manner that is effective and supports areas of research strength and potential.

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

7. To support the development of early career researchers and ensure appropriate implementation of the research Concordat within the University.

The proposed Terms of Reference have been revised to ensure they reflect the University’s Research Strategy and those elements of the Enterprise Strategy concerned with our relationships with, and income from, industry, business and other key stakeholders for our research. They have also been revised to reflect the University’s stronger emphasis on the training and development of PGR students and early career researchers.

Sub-Committee on Research Excellence and Impact

Ex officio

The Pro-Vice-Chancellor (Research and Innovation) Professor C.M. Williams (Chair)

The Deans of the Faculties

Professor G.H. Tucker Arts, Humanities and Social Science
Professor J. Board (or his nominee) Henley Business School
Professor R.H. Ellis Life Sciences
Professor G. Marston Science

The Directors of Research of the Faculties (if not already members)

Professor G.H. Tucker Arts, Humanities and Social Science
Professor V.A. Gibson Henley Business School
Professor R.H. Ellis Life Sciences
Professor G. Marston Science

The Directors of the four established Research Centres of Excellence

Professor J.R. Tiffin Centre for Food Security
Professor N.W. Arnell Walker Institute
The Director of Research and Enterprise or his nominee

Dr. A-M. van Dodeweerd

Two members by invitation

Professor M. Clark  Marketing and Reputation
Professor A.D.T. Cromartie  School of Politics, Economics and International Relations

Secretary:  The Director of Student and Academic Services (for whom Dr N.E. Helsby acts)

Terms of Reference:

1. To ensure that structures and procedures are in place to maximise the quality of research activity most effectively, be it research by individuals, research groups, cross-faculty teams or with external organisations or institutions.

2. To monitor and advise on the strategic use of centrally-provided funds to enhance research excellence.

3. To monitor and advise on the strategic use of research platforms to enhance research excellence.

4. To monitor the development and maintenance of the University’s research Centres of Excellence and research platforms.

5. To oversee the University’s preparations for the Research Excellence Framework.

6. To evaluate the academic impact (both qualitative and quantitative) of our research, as reflected in performance indicators.

7. To report termly to the University Board for Research and Innovation.

Sub-Committee on Innovation and Knowledge Exchange

Ex officio

The Director of Innovation and Knowledge Exchange  Professor P. Grindrod  (Chair)

The Director of Research and Enterprise

Dr D.J. Gillham

Two other representatives of Research and Enterprise

Ms K.L. Gittus  Head of Strategic Programmes
Mrs C.A. Bethell  Technology Commercialisation Manager
Nominated School Directors of Enterprise Ambassadors to represent each Faculty

Dr G.R. Sloan  
Dr M.H. Yates  
Mr K. Heron  
Professor J.D. Saddy  
Dr K.A. Watson  
Professor R.J. McCrindle

Arts, Humanities and Social Science  
Arts, Humanities and Social Science  
Henley Business School  
Life Sciences  
Life Sciences  
Science

Additional member by invitation

Dr R.E. Stewart

Academic Project Management Office

Secretary: The Director of Student and Academic Services (for whom Ms H.E. Williams acts)

Terms of reference:

1. Focusing on areas of research excellence, enable strong sustained relationships with business and other stakeholders to increase the economic and social impact of our research.

2. Evaluate the impact of our research, including through income generation, technology transfer, knowledge exchange and policy development.

Sub-Committee on Research Travel Grants

Dr B. Whalley (Chair)  
Dr M. Dyson

Secretary: Ms L.V. Sharman

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, with the exception of those at professional level.

(b) Other members of staff on the research and staff salary scale except for those employed by bodies that already contain provision for attendance at conferences.

(c) Research students funded by the University (not by Schools). Such applications must be accompanied by a supporting note from their Supervisor. Applicants funded wholly by Schools are not eligible to apply but those students who are partly funded by both the University and their School will be considered.

2. The Sub-Committee will report to the University Board for Research and Innovation
Management Board of the Faculty of Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
The Dean of the Faculty
Professor G.H. Tucker (Chair)

Heads of Schools of the Faculty

Professor J.C. Bignell  School of Arts and Communication Design  31.7.2012
Professor A.C. Goodwyn  Institute of Education  31.7.2015
Professor P.J. Stratton-Lake  School of Humanities  31.7.2015
Professor C.J. Hilson  School of Law  31.7.2013
Professor C.J.H. Duggan  School of Literature and Languages  31.7.2012
Professor G.P. Meen  School of Politics, Economics and International Relations  31.7.2015

The Director of Research of the Faculty

Professor G.H. Tucker  31.7.2015

The Co-Directors of Teaching and Learning of the Faculty

Dr M-M. Kleinhans  31.7.2014
Dr P.E. Woodman  31.7.2014

Secretary: The Sub-Dean of the Faculty of Arts, Humanities and Social Science
Mr N.G. Trethewy

Terms of Reference:

Ordinance XII

Faculty Board for Research in Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor  Professor C.M. Williams

Such Deans and Directors of Research as may be assigned to the Board by Senate

Professor G.H. Tucker (Chair)  31.7.2015

The Head of each School deemed for the purposes of Research to be a member of the Board or his or her nominated representative

Professor E. Taylor  School of Arts and Communication Design
Professor S.J. Graham  School of Human and Environmental Sciences
Dr P. Vasunia 
Dr C.G. James
Professor B. Cheyette
Professor C. McKinnon

School of Humanities
School of Law
School of Literature and Languages
School of Politics, Economics and International Relations

Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Professor D.C. Berry
Ms K. Powell

Director of the University Graduate School
Research and Enterprise Development Manager

Two representatives elected by and from the students registered for higher degrees by research in the Schools within the purview of the Board

Two vacancies

Secretary: Senior Administrative Officer, Faculty of Arts, Humanities and Social Science

Ms N. Dawson

Standing Invitations

Dr M-M. Kleinhans
Dr P.E. Woodman
Mr G. Roberts
Mr N.G. Tretheway
Mr C.B. Cipkin and Revd G. Connell

Faculty Co-Director of Teaching and Learning
Faculty Co-Director of Teaching and Learning
Faculty Library Representative
The Sub-Dean of the Faculty of Arts, Humanities and Social Science
Faculty Library Representatives

Faculty Board for Teaching and Learning in Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor

Such Deans and Directors of Teaching and Learning as may be assigned to the Board by Senate

Dr M-M. Kleinhans (Co-Chair)
Professor G.H. Tucker
Professor P.E. Woodman (Co-Chair)

31.7.2015
31.7.2012

The Head of each School deemed for the purposes of Teaching and Learning to be a member of the Board or his or her nominated representative

Mr A. Rowlands
Dr E. McCrum
Dr D. Carter
Professor R. Auchmuty
Dr J. Waters
Dr J. Lester

School of Arts and Communication Design
Institute of Education
School of Humanities
School of Law
School of Literature and Languages
School of Politics, Economics and International Relations
Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Ms C.L. Furneaux  
Faculty Representative on the University Sub-Committee for Student Support

Professor Y. Kalyuzhnova  
Faculty Representative on the University Sub-Committee for Student Recruitment and Marketing  
Faculty Representative on the University Sub-Committee for Delivery and Enhancement of Teaching and Learning

Ms C. Nukui  
Representative of the International Foundation Programme, International Study and Language Centre

Dr C. Cirillo  
Representative of the Institution-Wide Language Programme, International Study and Language Centre

One member drawn from a School not otherwise represented on the Board

Vacancy

Two representatives elected by and from the undergraduate and postgraduate students registered for programmes in the Faculty or Faculties

Two vacancies

Secretary: Senior Administrative Officer, Faculty of Arts, Humanities and Social Science  
Ms N. Dawson

Standing Invitations

To be appointed  
The Director, Student Experience, Employment and Careers Centre

To be confirmed  
A representative from the Centre for the Development of Teaching and Learning

Mr G. Connell  
Faculty IT representative

Mr C.B. Cipkin and Revd G. Connell  
Faculty Library representatives

Mr N.G. Trethewy  
The Sub-Dean of the Faculty of Arts, Humanities and Social Science
Management Board of the Henley Business School

Ex officio

The Vice-Chancellor
The Dean

Professor J. Board (Chair)

The Heads of School of the Henley Business School

Professor K. Liu
Professor C.M.S. Sutcliffe
Professor A. Rugman
Professor A. Ghobadian
Professor M. Clark
Mr R. Gibbard

Business Informatics, Systems and Accounting
International Business and Strategy
Leadership, Organisations and Behaviour
Marketing and Reputation
Real Estate and Planning

The Director of Research

Professor V.A. Gibson

The Director of Teaching and Learning

Dr P.M. Miskell

Secretary: The Faculty Director of Administration, Mr D.A. Stannard
Henley Business School

Standing Invitations

Professor V.A. Gibson
Mr A.J. Doak
Professor A.R. Bell
Dr R. McBain
Dr A. Dufour
Mr H. Evans
Mr J. Foster-Pedley
Ms A. Matula
Mr F. Müller
Mrs T. Roseborough
Mr D.C.L. Savage
Ms S.L. Bartlett
Mr N. Logan
Mrs C. Rolstone
Ms R.H. Hayes
Mrs E. Rigby

The Deputy Dean
Head of Undergraduate Programmes
Head of Pre-experience Postgraduate Programmes
Head of Post-experience Postgraduate Programmes
Head of Postgraduate Research Programmes
Head of Executive Education
The Dean, Henley South Africa
The Director, Henley Business School, Finland
The Director, Henley Business School, Germany
The Director, Henley Business School, Hong Kong/Singapore
Director of Finance and Corporate Services
Head of Financial Planning and Analysis
Director of International Business
The Human Resources Partner
The Director of Marketing
The Faculty Resources Manager
Board for Research of the Henley Business School

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor

Professor C.M. Williams

Such Deans and Directors of Research as may be assigned to the Board by Senate

Professor V.A. Gibson (Chair)

The Head of each School deemed for the purposes of research to be a member of the Board or his or her
nominated representative

Professor K. Liu
Professor C. Brooks
Professor A. Rugman
Professor A. Ghobadian
Professor M. Clark
Professor F.N. Crosby

Business Informatics, Systems and Accounting
ICMA Centre
International Business and Strategy
Leadership, Organisations and Behaviour
Marketing and Reputation
Real Estate and Planning

Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Dr A. Dufour
Head of Postgraduate Research Programmes

Two representatives elected by and from the students registered for higher degrees by research in the Schools
within the purview of the Board

Two vacancies

Secretary: The Faculty Director of Administration, Henley Business School

Mr D.A. Stannard

Standing Invitations

Ms K.E. Powell
A representative of Research and Enterprise

Terms of Reference:

1. Subject to the authority of the University Board for Research, the Board for Research of the
Henley Business School will:

(a) Have oversight of and co-ordinate all research involving those Schools assigned to the
Board by the Senate for this purpose;

(b) Monitor research grant applications;

(c) Consider School research plans and annual reports;
(d) Organise training of research students.

2. Make recommendations to the University Board for Research.

3. Provide reports for and receive reports from the Management Board of the Henley Business School in regard to matters of policy and resource as they relate to research.

**Board for Teaching and Learning of the Henley Business School**

*Ex officio*

- The Vice-Chancellor
- The Pro-Vice-Chancellor (Teaching and Learning)
- Such Deans and Directors of Teaching and Learning as may be assigned to the Board by Senate

  - Dr P.M. Miskell *(Chair)*
  - Professor J. Board

-The Head of each School deemed for the purposes of Teaching and Learning to be a member of the Board or his or her nominated representative

  - Dr K. Nakata *Business Informatics, Systems and Accounting*  
  - To be confirmed  
  - Dr J.T. Walker *ICMA Centre*  
  - To be confirmed  
  - To be confirmed  

- Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

  - Mr A.J. Doak *Head of Undergraduate Programmes*
  - Professor A.R. Bell *Head of Pre-experience Postgraduate Programmes*
  - Dr R. McBain *Head of Post-experience Postgraduate Programmes*
  - Dr A. Dufour *Head of Postgraduate Research Programmes*

-One member drawn from a School not otherwise represented on the Board

-Vacancy

-Two representatives elected by and from the undergraduate and postgraduate students registered on programmes in the Henley Business School

  - Ms J. Lockwood
  - Mr M. Chimbombi

**Secretary:** The Faculty Director of Administration, Mr D.A. Stannard Henley Business School
Standing Invitations

To be appointed

Revd G. Connell  The Faculty Library Team Manager
Mr K.H.S. Swanson  The Director of Academic Quality Support
Mr N. Logan  The Director of International Business
Mr A. Keeble  The Faculty Postgraduate Admissions Manager
Dr A.C. Crook  A representative of the Centre for the Development of Teaching and Learning

To be appointed  The Head of Programme Administration

Terms of Reference:

1. Subject to the authority of the University Board for Teaching and Learning, the Board for Teaching and Learning of the Henley Business School will:

(a) Regulate and co-ordinate all aspects of teaching and study involving those Schools assigned to the Board by the Senate for this purpose;

(b) Implement locally the Strategy for Learning and Teaching;

(c) Respond to the relevant external examiners and outside agencies;

(d) Consider proposals for new degrees and programme specifications and for changes to programme specifications from Boards of Study and Schools.

2. Make recommendations to the University Board for Teaching and Learning.

3. Provide reports for and receive reports from the Management Board of the Henley Business School in regard to matters of policy and resource as they relate to teaching and learning.

4. Recommend to the Senate Examiners for appointment.
Management Board of the Faculty of Life Sciences

Ex officio

The Vice-Chancellor
The Dean
Professor R.H. Ellis (Chair)

The Head of Schools of the Faculty

Professor M.J. Gooding  Agriculture, Policy and Development  31.7.2012
Professor M.D.E. Fellowes  Biological Sciences  31.7.2014
Professor A.C. Williams  Chemistry, Food and Pharmacy  31.7.2015
Professor J.A. Ellis  Psychology and Clinical Language Sciences  31.7.2012

The Director of Research of the Faculty

Professor R.H. Ellis  31.7.2012

The Director of Teaching and Learning of the Faculty

Professor J.R. Park  31.7.2015

Secretary:  The Sub-Dean, Faculty of Life Sciences  Miss S.A.R. Adams

Joint Faculty Board for Teaching and Learning in Science and in Life Sciences

Ex officio

The Vice-Chancellor
The Pro-Vice-Chancellor (Teaching and Learning)

Such Deans and Directors of Teaching and Learning as may be assigned to the Board by Senate

Professor R.H. Ellis  31.7.2012
Professor G. Marston  31.7.2015
Dr O.B. Kennedy (joint-chair)  31.7.2014
Professor J.R. Park (joint-chair)  31.7.2012

The Head of each School deemed for the purposes of Teaching and Learning to be a member of the Board or his or her nominated representative

Dr J.C. Litten-Brown  Agriculture, Policy and Development
Professor J. Fry  Biological Sciences
Dr M.J. Almond  Chemistry, Food and Pharmacy
Dr G.K. Cook  Construction Management and Engineering
Dr A. Howard  Human and Environmental Sciences
Dr P.G. Chamberlain  Mathematical and Physical Sciences
Dr C.P. Beaman  Psychology and Clinical Language Sciences
Eur Ing Dr R.S. Sherratt  Systems Engineering
Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Dr J. Creighton  
Director of the CETL in Applied Undergraduate Research Skills

Dr A.C. Crook  
Centre for Development of Teaching and Learning

Dr J.E. Turner  
University Study Adviser

One member drawn from a School not otherwise represented on the Board

Vacancy

Two representatives elected by and from the undergraduate and postgraduate students registered for programmes in the Faculty or Faculties

To be appointed

Standing Invitations

To be appointed  
The Director of the Student Experience, Employment and Careers Centre

Ms H. Hathaway and Mr T. Chapman  
The Faculty Team Managers, University Library

Mr K.H.S. Swanson  
The Director of Academic Quality Support

To be appointed  
A representative of the RISIS Office

Secretary: The Sub-Dean, Faculty of Science and of Life Sciences  
Miss S.A.R. Adams
Management Board of the Faculty of Science

Ex officio

The Vice-Chancellor
The Dean

Professor G. Marston (Chair)

The Head of Schools of the Faculty

Professor S.D. Green Construction Management and Engineering 31.7.2014
Professor R.B. Potter Human and Environmental Sciences 31.7.2012
Professor S.N. Chandler-Wilde Mathematical and Physical Sciences 31.7.2013

The Director of Research of the Faculty

Professor G. Marston 31.7.2014

The Director of Teaching and Learning of the Faculty

Dr O.B. Kennedy 31.7.2014

Secretary: The Sub-Dean, Faculty of Science Miss S.A.R. Adams

Faculty Board for Research in the Sciences

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor

Professor C.M. Williams

Such Deans and Directors of Research as may be assigned to the Board by Senate

Professor R.H. Ellis (Joint-Chair) 31.7.2014
Professor G. Marston (Joint-Chair) 31.7.2015

The Head of each School deemed for the purposes of research to be a member of the Board or his or her nominated representative

Professor K. Norris Agriculture, Policy and Development
Professor J. Cook Biological Sciences
Professor P. Yaqoob Chemistry, Food and Pharmacy
Professor M. Sexton Construction Management and Engineering
Professor M.E. Hodson Human and Environmental Sciences
Professor M. Lockwood Mathematical and Physical Sciences
Professor P. Cooper Psychology and Clinical Language Sciences
Professor W.S. Harwin Systems Engineering
Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Dr M.S. Cross
Dr C.D. Johnson
Dr C.M. Stockton
Dr A-M. van Dodeweerd
Dr A. Webb

Two representatives elected by and from the students registered for higher degrees by research in the Schools within the purview of the Board

Two vacancies

Secretary: The Sub-Dean, Faculty of Science and of Life Sciences Miss S.A.R. Adams

Standing Invitations

Ms H. Hathaway Faculty Team Manager, University Library
Dr H. Prior Research and Enterprise Services
Standing Committee of Academic Misconduct

Ex officio

The Pro-Vice-Chancellor Professor C.M. Williams (Chair) S10/48 31.7.2012

The Deans and the Faculty Directors of Teaching and Learning, two of whom shall normally be selected by the Pro-Vice-Chancellor (Professor Williams to serve at each meeting, subject to the proviso that a Faculty Director of Teaching and Learning should not normally hear a case which he or she has referred.

Secretary: The Examinations Officer (for whom Mrs R. Dearlove acts)

Terms of Reference:

The Committee is responsible for:

(a) Considering cases of alleged academic misconduct;

(b) Imposing, at its discretion and on the merits of each case, a range of sanctions on those students found to have committed offences of academic misconduct which may include:

(i) removal of a student from membership of the University;

(ii) failure in the year or part;

(iii) failure in the module (or equivalent) in which plagiarism has been committed without the normal right to re-examination;

(iv) failure in the module (or equivalent) in which plagiarism has been committed with the normal right to re-examination;

Reports to Senate

[See Ordinance XVII]

Administrative Information Systems Prioritisation Group

Chair

Chair of the Information Framework Steering Group       Professor R.L. Robson (Chair)

The Heads of the Directorates (or their nominees)

Mr C. Robbins (alternate: Mr S.J. Boon)       Estates and Facilities Management
Ms H.N. Setchell                     External Affairs
Mr D.C.L. Savage                  Finance and Corporate Services
(alternate: Ms C.A.B. Wright)
Dr R.J. Crabtree
Dr R.J. Messer

The Director of IT Services
To be appointed

Secretary: Miss L.M. Davies (appointed by the Director of Student and Academic Services)

Terms of Reference:

1. To consider project proposals relating to Administrative Information Systems ensuring that considerations was given to impact on related systems to address the needs and priorities of the University.

2. To be pro-active in inviting reports, ideas and proposals from information systems custodians in support of identifies University initiatives and requirements.

3. To consider the impact of project proposals on existing and planned systems and processes across the University in a collaborative manner.

4. To make prioritisation decisions based on the needs and stated priorities of the University including the Corporate Plan, sector strategies and other cross-University initiatives.

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.

Chair (appointed by the Council)

Mr R. Dwyer C11/42 31.7.2012

One member appointed by the Senate

Professor D.C. Berry S11/46 31.7.2014
(alternate: Professor R.B. Potter) S11/46 31.7.2014

Ex officio

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

Secretary: The University Secretary (Mr K.N. Hodgson)

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 Council.

Appeals against decisions of Faculty Promotions Groups

The normal period of tenure is three years

Chair (appointed by Council)

Mrs J.M. Scott C11/42 31.7.2013

Ex officio

The Deans of the other Faculty Promotions Groups

Secretary: The University Secretary (Mr K.N. Hodgson)

Terms of Reference:

To consider appeals against decisions of Faculty Promotions Groups. It is open to the Committee:

(a) to reject the appeal; or

(b) to refer the case to the Personal Titles Committee.

Appointments Committee

Ex officio

The President of the Council Mr C.C. Fisher (Chair)
The Vice-Chancellor
One Pro-Vice-Chancellor Professor C.M. Williams C10/44 31.7.2012
One Dean Professor G.H. Tucker C11/42 31.7.2015
Five other lay members of Council

Mr R. Buller C10/44 31.7.2012
Mr R. Dwyer C09/23 31.7.2012
Mr J.D. Fishburn C09/23 31.7.2012
Dr A.P. Reed C11/42 31.7.2013
Mrs J.M. Scott C11/42 31.7.2013

Secretary: The University Secretary (Mr K.N. Hodgson)

By invitation

To be determined by the Chair.

Terms of Reference:

1. The Appointments 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
   Five 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 Committee (which has nine members of whom six are lay) be five members of whom three must be lay.

6. The function of the Appointments 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) The Academic-Related Staff Sub-Committee, the Clerical and Senior Halls Staff Sub-Committee and the Technicians and Computer Operating Staff Sub-Committee;
(iii) The Senior Grades Sub-Committee to which it shall appoint one member from among its lay membership;

(iv) The Joint Standing Committee on Personal Titles to which it shall appoint two members from among its lay membership;

(v) Panels appointed to hear Appeals against decisions of the Faculty Promotions Groups, of the Personal Titles Committee, of the Personal Titles Committee, of the Academic-Related Staff Sub-Committee and of the Senior Grades Sub-Committee (and when each is convened appoint a Chair from among its lay membership);

(vi) The Joint University/Trades Union Committees to each of which it shall appoint one member from among its lay membership.

(b) **Honorary Degrees**

The Committee shall discharge the Council’s responsibilities in respect of the Joint Standing Committee on Honorary Degrees and shall appoint four members from among its lay membership.

(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: Joint Standing Committee of Council and Senate**

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

*Ex officio*

The President of the Council (alternate: a Vice-President of the Council)
The Deputy Vice-Chancellor
The Librarian
The Heads of the following Schools or Departments:

| English Language and Literature | Professor S. Dentith |
| Film, Theatre & Television      | Ms A.J. Butler      |
| Art                            | Professor S. Clausen|
| Typography & Graphic Communication | Professor P. Luna |
Appointed by the Council

Professor A.M. Hodge

Four members appointed by the Senate

Professor P. Robinson
Dr J. Gibbs (Chair)
Professor F.H.M. Le Saux
Professor S.J. Mithen

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

Reading Borough Council:
Reading Film Theatre:
Senior Common Room Committee:

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

Mr S. Dunlop
Mrs F.J. Blair
Mrs L.J. Walsh

By invitation

Student representatives from relevant Departments and Societies

In attendance

Ms K. Arnold-Forster

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 C09/23 31.7.2012
Mr S.P. Sherman (Chair from 01.01.2012) C11/42 31.12.2013

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

Mr D. Gibbons C09/23 31.7.2012
Mr I.P. Smith C11/42 31.7.2012

Rights of Attendance

The President
The Vice-Chancellor
The Deputy Vice-Chancellor or a Pro-Vice-Chancellor

Secretary: The University Secretary (Mr K.N. Hodgson)

In attendance

Mr R. Buller C11/42 31.7.2012

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

(i) A Chair appointed by the Council from among its members.

(ii) 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 two 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) Non 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
- The Deputy Vice-Chancellor

(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 matter 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 auditors 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 and governance arrangements, 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.

**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.

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.

**Brand Steering Group**

*Ex officio*

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Deputy Vice-Chancellor (Chair)</td>
<td>Professor P. Luna</td>
</tr>
<tr>
<td>A Senior member of the Department of Typography &amp; Graphic Communication</td>
<td></td>
</tr>
<tr>
<td>The Director of External Affairs</td>
<td>Mr S.P.R Horan</td>
</tr>
<tr>
<td>One further (client) Head of Directorate</td>
<td>Mr C. Robbins</td>
</tr>
<tr>
<td>One Dean</td>
<td>Professor G.H. Tucker</td>
</tr>
</tbody>
</table>

*Two Heads of Schools*

<table>
<thead>
<tr>
<th>Name</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor S.N. Chandler-Wilde</td>
<td>(Faculty of Science or Life Sciences)</td>
</tr>
<tr>
<td>Professor C.J. Hilson</td>
<td>(one from the other Faculties)</td>
</tr>
</tbody>
</table>
Terms of Reference:

These terms of reference are drawn from the final report on the Branding Project, made to the Senior Management Board at its meeting of 27 May 2008

(i) To provide strategic leadership on branding matters;
(ii) To provide general support for branding activities;
(iii) To ensure brand compliance where normal advice from within Reading Brand Design & Print has been unable to achieve compliance;
(iv) Identify further ‘mini-projects’ in order to maintain and enhance the brand.

Careers and Employability Board

The normal period of tenure is three years

Ex officio

The President of the Council
The Vice-Chancellor
The Pro-Vice-Chancellor (Teaching and Learning) (Chair)
The Director of Student and Academic Services
The Director of Student, Learning and Teaching Services
The Directors of Teaching and Learning of the Faculties
(alternates: the Sub-Deans)
The Director of the Student Experience, Employment and Careers Centre
The Director of Marketing and Recruitment

Appointed by the Senate

Professor M.H. Gordon C09/55 31.7.2012
Dr S.P. Burke C09/78 31.7.2012
Appointed by the Students’ Union

The President of the Students’ Union Mr K. Hobley
The Vice-President (Academic Affairs) of the Students’ Union Mr A. Slater

Co-opted up to three employers

To be appointed once the Board was satisfied it had defined an appropriate role for such members.

Students appointed by Faculty Staff/Student Committees

Mr L. Slater Arts, Humanities and Social Science
Mr T. Spark Arts, Humanities and Social Science
Ms J. Lockwood Henley Business School
Ms U. Hussain Life Sciences
Ms F. Connor Science

Secretary: Mrs D. Doyle

1. To advise the Director on matters of strategy and policy in furtherance of the aims and objectives of the Student Employment, Experience and Careers Centre (SEECC)

2. To examine the ability and effectiveness of the SEECC in meeting the needs of the University, of students and of graduate recruiters.

3. To inform the Faculties of the work of the SEECC and help the Director gain the active support of the Faculties.

4. Through an employer forum, to inform the SEECC, the academic staff and the University of the status of and emerging trends in the graduate labour market, graduate recruitment parties and the needs of graduate employers.

5. To review the First Destinations Report and the Annual Report of the SEECC prior to submission to the University Board for Teaching and Learning, Senate and the Council.

6. To meet not less than twice in each year.

Reports to Senate and Council.

Catering and Hospitality Committee

Ex officio

The Deputy Vice-Chancellor Professor T.A. Downes (Chair)
A Dean Professor R.H. Ellis 31.7.2012
Four members of the Academic Staff

Ms C.A. Prior
Dr P.M. Riddell
Two vacancies (London Road and Greenlands)

The President of the Students’ Union

Mr K. Hobley

Students appointed by Faculty Staff/Student Committees

Mr L. Slater  
Mr T. Spark  
Ms J. Lockwood  
Ms U. Hussain  
Ms F. Connor  

Arts, Humanities and Social Science  
Arts, Humanities and Social Science  
Henley Business School  
Life Sciences  
Science

In attendance

The Director of Estates and Facilities Management  
Mr C. Robbins  
(alternate: Ms J.L. Pich)

The Director of Student, Learning and Teaching Services  
J.A. Ghandhi

The Director of Finance and Corporate Services or his nominee  
Ms S. Bartlett

The Assistant Director, Residences  
Mrs A.F. Moore

Head of Catering  
Mr M.J. White

Head of Hotel and Estate Services (Greenlands)  
Mr A. Brand

Standing Invitation

Management Accountant – Facilities Management  
Mr L.F. Beck

Secretary: The Director of Student and Academic Services (for whom Ms L.V. Sharman acts)

It has been agreed that because of the potential overlap of interests between Halls and Central Catering, one of the members of Academic Staff must represent the Halls.

Terms of Reference:

1. To receive financial reports at each meeting for the Hotel and Catering activities at Greenlands, hospitality function at Black Horse House and Commercial Services.

2. To approve the annual budget and surplus targets for Hotel and Catering activities at Greenlands and Commercial Services.

3. Approval and oversight of the standards and pricing structure for service delivery of the Hotel and Catering Services at Greenlands.

4. To review financial performance against budget forecast and report the findings to Strategy and Finance Committee.
5. To review the future of Black Horse House in the light of the proposed new hotel on Whiteknights.

6. To review recommendations for the provision of hospitality at Greenlands in the light of current feasibility studies.

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

8. To prepare financial plans for approval by Strategy and Finance Committee.

9. 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.

**Complaints Committee**

*Ex officio*

The President of the Students’ Union
(alternate: The Vice-President (Academic Affairs) of the Students’ Union)

*Appointed by the Council*

Professor A.M. Hodge C09/23 31.7.2012

*Appointed by the Senate*

Professor C. Newdick S11/46 31.7.2014

*Secretary:* The University Secretary (Mr K.N. Hodgson)

*Terms of Reference:*

To consider complaints within the terms of the University’s Complaints Procedure.

**Convocation: Standing Committee**

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
The Clerk to Convocation (Ms T. O’Neill)

Co-opted

Mr H.E. Bell

Standing Invitation

Mrs B.L. Morris

Terms of Reference:

See Ordinance XXII

Copyright and Compliance Advisory Group

Chair

Director of Student, Learning and Teaching Services

J.A. Ghandhi

A representative from the Faculty of Arts, Humanities and Social Science

Dr M-M. Kleinhans

A representative from the Henley Business School

To be confirmed

A representative from the Faculty of Sciences

Professor G. Marston

A representative from the Centre for the Development of Teaching and Learning

Ms M. Papaefthimiou

A representative from the Centre for Staff Training and Development

Ms E.A. Graham

Two representatives from the Communications Office

Mr D. Lewis & Ms H.N. Setchell

A representative from the Governance Directorate

Ms E. Goodhand

A representative from IT Services

A representative from Planning Support

Mrs D.K. Pearce

A representative from Research and Enterprise

Mr A. Carlin

A representative from the Students’ Union

Mr K. Hobley

A representative from UMASCs

Mr G.L. Baxter

Secretary: Mr C.B. Cipkin

Terms of Reference:

Seek to ensure the proper implementation of a University copyright and compliance strategy.

1. Act as the primary consultative body for current and anticipated policy matters relating to copyright compliance.

2. Alert the University, via the Information Strategy Committee, to risks which might affect its good standing.
4. Advise the University, via the Information Strategy Committee, on the dissemination of information about copyright.

Design and Print Steering Group

The Deputy Vice-Chancellor (Chair)  Professor T.A. Downes

Representatives from the Faculties

Dean of the Faculty of Arts, Humanities and Social Science  Professor G.H. Tucker
Dean of the Faculty of Science  Professor G. Marston
Dean of the Faculty of Life Sciences  Professor R.H. Ellis
Head of the Department of Typography & Graphic Communication  Professor P. Luna
Head of School of Agriculture, Policy and Development  Professor M.J. Gooding
Head of School of Construction Management and Engineering  Professor S.D. Green

Representatives from Service Departments

Director of External Affairs  Mr S.P.R. Horan
Head of Design and Print Studio  Mr D.J. Lewis
Director of Student and Academic Services  Dr R.J. Messer
Head of Procurement  Mrs L.M. Jeffries

Secretary: Miss E.L. Lambden

Development Board

Mr J.D. Fishburn (Chair)  31.7.2012
The Vice-Chancellor

Two members appointed from among the Pro-Vice-Chancellors and Deans of the University

Professor G. Brooks  SMB11/137  31.7.2015
Professor G. Marston  SMB11/137  31.7.2015

Two members of Council

Sir John Sunderland  C11/42  31.7.2014
Ms S.M. Woodman  C11/42  31.7.2014

Up to four members co-opted by the Board for such period as the Board shall on each occasion of co-option determine

Professor V.A. Gibson  31.7.2012
Mr A.E. Palmer 31.7.2012
Mr S. Smith 31.7.2013
Mr G.M. Spooner 31.7.2013

Secretary: The Director of External Affairs (for whom Ms L.V. Sharman acts)

Standing Invitation

The Director of External Affairs
Director of Development and Alumni Relations
Deputy Director of Development and Alumni Relations
Executive Director of Reading Real Estate Foundation

Discipline: Standing Disciplinary Appeals Committee

Ex officio

The President of the Council (Chair)
The Vice-Chancellor (but does not exercise his right of membership)

Two members (appointed by the Council) not being members of the Academic Staff of the University

Mr R. Buller C10/44 31.7.2012
Professor A.M. Hodge C09/23 31.7.2012

Substitute members in order of substitution

Mr T. Bartlam C10/44 31.7.2012
Mr H.W.A. Palmer QC C11/42 31.7.2014
Mrs J.M. Scott C11/42 31.7.2013
Mr S.P. Sherman C10/44 31.7.2013

Secretary: The University Secretary (Mr K.N. Hodgson)

Terms of Reference:

See Ordinance XVII

Reports to Council
C3178

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Discipline: Standing Disciplinary Committee

Ex officio

The Vice-Chancellor *(Chair)*
(alternates: Professor R.H. Ellis and Professor G. Marston)

Appointed by Council

Dr J.D. Wilkins C10/44 31.7.2013
(alternate: Dr A.P. Reed) C10/44 31.7.2013

Appointed by Senate

Dr E.M. Page S11/46 31.7.2014
(alternate: Dr P.J. Almond) S09/32 31.7.2013

Dr G.K. Cook S11/46 31.7.2014
(alternate: Dr I.F. Roe) S11/46 31.7.2012

A registered full-time student of the University elected by the Students’ Union

The Vice-President (Welfare and Representation) of the Students’ Union Ms S. Johnson

Secretary: The University Secretary (Mr K.N. Hodgson)

Terms of Reference:

See Ordinance XVII

Reports to Senate and Council

Environment and Sustainability Committee

Professor R.H. Ellis *(Chair)*

Appointed

The Vice-President (Democracy and Campaigns) of the Students’ Union Mr B. Haines
A representative from RUSU Miss M.A. Reed

Ex officio

The Director of Estates and Facilities Management or his nominee Mr C. Robbins
The Director of Finance & Corporate Services or his nominee Mr L.F. Beck
Deputy Director, Estates and Facilities Management  
Mrs J.L. Pich

Head of Campus Services  
Mrs D.A. Shearman
(alternate: Mr I.J.T Cruickshank)

Director of Hotel and Estates Services, Greenlands Campus  
Mr A. Brand

Communications Manager, External Affairs Directorate  
Ms C.A. Derham

Right of attendance

A representative from the School of Construction  
Dr A.A. Elmualim
Managements and Engineering

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

A representative from the Environmental Ambassadors  
Ms C.A. Prior
(alternate: Mrs D. Doyle)

A representative from Procurement  
Mr A.G. Tooley

A representative from the Whiteknights Campus  
Dr S. Musson

A representative from the London Road Campus  
Vacancy

A representative from the Library  
Mr R.D. Hunter

A representative from Catering Services  
Mr M.J. White

Secretary:  
Ms L.V. Sharman

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

Terms of Reference:

1. To recommend policy and oversee actions on:

   (a) environmental matters and sustainability 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 tented areas);

   (b) all travel from and on the Estate and 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 Plain and environmental policy.

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

To make reports on these matters to the Facilities Management Committee.
Equality and Diversity Committee

Chair appointed by the Senior Management Board

Professor D.C. Berry (Director of Postgraduate Research Studies and Researcher Development)

Ex officio

University Equality and Diversity Officer
Mr D. Bartholomew

University Disability Advisors
Ms A. Avery
& Ms K.A. French

The Director of Human Resources
Mr J.J. Brady or his nominee

The Vice-President (Welfare and Representation) of the Students’ Union
Ms S. Johnson

By invitation

The Director of Student, Learning and Teaching Services
J.A. Ghandhi

Chaplaincy Team Coordinator
Revd M.D. Laynesmith

Other members

A representative from the Study Advice Team
Dr J.E. Turner

A representative of the School Disability Representatives
Mrs E.A. Victor

A representative of the Harassment Advisors
Mrs A.M. Gallagher

A representative of the Halls Wardens
Dr F.J. Davis or his nominee

A representative of the Facilities Management Directorate
Ms J.L. Pich or her nominee

Chair, Athena Swan Steering Group
Professor R.H. Ellis

The Dean of the Faculty of Arts, Humanities and Social Science
Professor G.H. Tucker or his nominee

One member from each of the following Trade Unions

UCU TBA
UNISON TBA
UNITE TBA

Secretary: The Equal Opportunities and Diversity Officer Mr D. Bartholomew

Terms of Reference:

1. To advise and support the University Equality and Diversity Officer.

2. To advise and support University Disability Officers.

3. To work with the Equality and Diversity and Disability Officers to ensure that the University meets its obligations under the new Equality Act, and subsequent
amendments to it.

4. To review and make recommendations as to the University’s policy on equality and diversity matters.

5. To promote equality and diversity across the University.

6. To identify issues and disseminate examples of good practice.

7. To liaise with relevant outside bodies as appropriate.

8. To ensure disabled student and staff involvement and consultation in guiding policy and procedure.

9. To report and make recommendations to Staffing Committee, and to Senior Management Board as and when necessary.

10. To meet on a termly basis

SMB 11/09

Examination Results: Standing Committee

The Pro-Vice-Chancellor (Professor S.J. Mithen) (Chair)

One Professorial and one non-Professional staff member from each Faculty other than a Dean

Professor A.F. Knapp
(alternate: Professor D.S. Oderberg)  (AHSS)  S10/48  31.7.2013

Dr D. Carter
(alternate: Mrs P.M. Hardman)  (AHSS)  S09/55  31.7.2012

Professor P.J. Byrne
(alternate: Professor C.M.S. Sutcliffe)  (HBS)  S11/46  31.7.2014

Dr M.A. Gee
(alternate: Dr C. Padgett)  (HBS)  S11/46  31.7.2014

Professor M.H. Gordon
(alternate: Professor R.M Bennett)  (LS)  S10/48  31.7.2013

Dr R.A. Frazier
(alternate: Dr E. McSorley)  (LS)  S10/48  31.7.2013

Professor R.G. Harrison
(alternate: Professor S. Chandler-Wilde)  (S)  S09/55  31.7.2012

Dr G.K. Cook
(alternate: Dr R. Plant)  (S)  S09/55  31.7.2012
Secretary:  The Director of Student and Academic Services (for whom Mr K.H.S. Swanson acts)

Terms of Reference:

To consider appeals by students against examination results, and to report to the Senate

Reports to Senate
S6457

Facilities Management Committee

Ex officio

The Deputy Vice-Chancellor (Chair)  Professor T.A. Downes
The Pro-Vice-Chancellors
The Director of Estates and Facilities Management  Mr C. Robbins

Two Deans of the Faculties (one Arts, Humanities and Social Science, and one Science) or their nominee appointed by the Senior Management Board

Professor G. Marston  SMB11/137  31.7.2015
Professor G.H. Tucker  SMB11/137  31.7.2015

One member from each Faculty (nominated by the Faculty Board)

Professor A.C. Goodwyn  Arts, Humanities and Social Science
Professor V.A. Gibson  Henley Business School
Professor G. Marston  Life Sciences
Professor W.P. Hughes  Science

A representative of the Students' Union

The President of the Students' Union  Mr K. Hobley

Co-opted (to ensure that all physical areas of the University are represented within the membership)

Vacancy  London Road
Mr A. Brand  Greenlands

Right of attendance

The Director of Finance and Corporate Services or his nominee
The Head of Health and Safety Services
The Deputy Director of Estates and Facilities Management
One representative from each Directorate

Student and Academic Services Directorate  Mrs D. Doyle
Estates and Facilities Management Directorate  Mr M.R. Evans
Finance and Corporate Services Directorate  Mr P.M. Osborne
Governance Directorate  Mrs M.E. Simpson

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

Secretary:  The Director of Student and Academic Services (for whom Ms L.V. Sharman acts)

Terms of Reference:

1. To oversee the production and maintenance of the strategic estate plan for the University in the manner laid down by HEFCE and in accordance with the current Corporate Plan.

2. To recommend to the Strategy and Finance Committee and implement policy and oversee actions on:
   (i) the use of the Estate;
   (ii) the maintenance of the Estate;
   (iii) environmental matters, with particular regard to energy and water management, waste management and pollution control;
   (iv) transport to, from and on the Estate and parking;
   (v) properties owned by the University but rented or leased to others;
   (vi) the provision of services by the Facilities Management Directorate; excluding Residential Services, Catering Services, Safety Services and the Sports Centre.

3. To monitor the building programme emanating from the strategic estate plan or elsewhere

4. To allocate space to academic and other departments in the University and 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.

6. To allocate Minor Improvement Project funding.

7. To allocate Major Revenue Project funding.

8. To approve expenditure against the Travel Plan (ex Car Parking) Fund

9. To monitor the expenditure of:
   (i) the Routine Maintenance and Minor Repairs Allocation
   (ii) the Minor Improvement Projects Allocation
   (iii) the Major Revenue Projects Allocation
   (iv) the Travel Plan Fund

10. To provide liaison as appropriate and necessary with other groups including Senior
Management Board, the Investment Committee, Projects Committees, the Sub-Committee on Teaching and Learning Facilities and the Residential Board.

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

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

(Strategy and Finance Committee, 3 March 2003)

**Space Sub-Committee**

The Deputy Vice-Chancellor *(Chair)*  
Professor T.A. Downes

The Deans of the Faculties or their nominees  
Mr C. Robbins

The Director of Estates and Facilities Management  
Mrs J.L. Pich

Deputy Director of Estates and Facilities Management  
Mrs J.A. Pendleton

The Timetabling Manager *(Central Room Booking and Timetabling)*  
Mr D.J. Wallace

The Space Manager  
Mrs M. Whitmarsh

A representative from Commercial Services  
Ms L.V. Sharman

Secretary:  
Ms L.V. Sharman

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

**Terms of Reference:**

1. To make proposals for allocations of space to academic and other departments in the University in accordance with the policy approved by the Facilities Management Committee and to keep this allocation, and the intensity of use of space generally, under at least annual review;

2. To make decisions on minor movements in the allocation of space (decisions on large movements being made by the Facilities Management Committee and on major movements by those Committees responsible for strategic decision-making);

3. To formulate policy on the allocation of space for approval by the Facilities Management Committee;

4. To consider such matters as may be referred to it by the Facilities Management Committee;

5. To report once per term to the Facilities Management Committee.

Committee of Deans 17 February 2003
Standing Committee on Fitness to Practise

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)
A Faculty Director of Teaching and Learning or a Dean
A registered member of the relevant profession from within the University who has not previously been involved with the case or a second Faculty Director of Teaching and Learning or a second Dean
A registered member of the relevant profession from outwith the University

The Committee shall meet at such times as may be necessary and shall determine its own procedure. A Pro-Vice-Chancellor shall chair the Committee. The membership of the Committee shall be determined by the Pro-Vice-Chancellor in respect of each case. The Committee shall have the power to impose a range of sanctions including removal from membership of the University. An appeal brought by a student against the Committee shall be considered by the Standing Disciplinary Committee.

University Health and Safety Committee

Ex officio

The Pro-Vice-Chancellor (Chair) Professor C.M. Williams
The Deans of the Faculties Mr K.N. Hodgson
The University Secretary Mr C. Robbins
The Director of Estates and Facilities Management Mr J.J. Brady
The Director of Human Resources Mrs J.L. Pich
The Deputy Director of Estates and Facilities Management Mrs M.E. Simpson
The Head of Health and Safety Services Mr J.S. Lamburn
The Farms Manager

One student representative

The President of the Students’ Union

One representative of each Trade Union and nominated alternate

Mr A. Morris (alternate: vacancy) UCATT
Mr P. Taylor (alternate: vacancy) UNITE - AEEU
Dr B.A. König (alternate: Mrs E. Pontin) UNITE - AMICUS
Dr F.J. Davis (alternate: vacancy) UCU
Vacancy UNISON

One area Health and Safety Co-ordinator

Mrs R.J. Crabtree

Standing Invitations

The Chairs of such Sub-Committees as the Committee may establish
A representative from Occupational Health Dr D. Fox
The Head of Student Wellbeing Services  Dr A. Peña-Bizama
The Insurance Officer  Mr J.M.B. Fisher
The Biological and Radiation Safety Officer  Dr G. Roberts
The Head of Campus Services  Mr D.A. Shearman

Secretary: The Director of Student and Academic Services (for whom Ms L.V. Sharman acts)

Terms of Reference:

1. To encourage consultation and co-operation between the University authorities.

2. To recommend, instigate, develop, monitor and review action to ensure the health, safety and welfare of all persons affected by the activities of the University.

3. The Committee reports through the Senior Management Board to the Strategy and Finance Committee.

Sub-Committee for Biological Safety

Professor J.M. Dunwell (Chair)

Ex officio

The Head of Health and Safety Services  Dr G. Roberts
The Biological and Scientific Safety Advisor

Specialist academic members

Professor S.C. Andrews
Dr D. Savva (alternate Chair)

One lay academic member

Dr T. Callus

One representative of each Trade Union

Vacancy  UCATT
Mr B. Allen  UNITE - AEEU
Dr B.A. Konig  UNITE - AMICUS
Ms V.J. Davis  UNISON

A representative of the Bio-Resource Unit  Vacancy
A representative of the University Farms  Vacancy

Secretary: Mrs T.M. Robinson

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.
The Radiation Safety Sub-Committee

Dr G. Roberts (Chair) The Biological and Scientific Safety Officer
Dr S. Black SRPS School of Human and Environmental Sciences
Dr J. Bowen SLS School of Systems Engineering
Dr L. Crompton SRPS School of Agriculture, Policy and Development
Dr F.J. Davis UCU Rep/SRPS School of Chemistry, Food and Pharmacy
Mr S. Feist Deputy SRPS School of Biological Sciences
Dr G. Gibbins School of Biological Sciences
Dr S. O’Leary SLS School of Mathematical and Physical Sciences
Mrs L. Pontin Union Safety Rep Unite the Union
Dr R.M. Robson School of Biological Sciences
Dr L. Shaw School of Human and Environmental Sciences
Mr A. Simmons Deputy SRPS School of Biological Sciences
Mrs M.E. Simpson Head of Health and Safety Services

Right of attendance

Mr R. Collins The Radiation Protection Advisor Radman Associates

Secretary: To be confirmed

Terms of Reference:

1. To oversee in conjunction with the Radiation Safety Officer (RSO) and the Radiation Protection Advisor (RPA) where appropriate, all activities involving sources of Ionising Radiation. Such activities include the storage and disposal of waste arising from the use of Open Sources of radionuclides, the use of Closed Sources and the use of X-Ray sets, and the keeping of records pertaining to such uses.

2. To oversee in conjunction with the RSO the use of LASERs and sources of non-ionising radiation.

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 to ensure their activities are safe and in accordance with University radiation safety procedures.

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

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

7. To recommend remedial action to correct any deficiencies identified by such audits.

8. To receive and review reports from the RSO including reports of incidents or unusual occurrences involving radiation, and to recommend action to correct any deficiencies.
9. To monitor radiation safety issues to ensure that they are appropriately addressed by relevant bodies within the University.

10. To maintain written records of meetings, actions, incidents or unusual occurrences along with recommendations.

11. To normally meet once per term, and submit a summary report to 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

Mr R. Dwyer C11/42 31.7.2012
Mr J.D. Fishburn C09/23 31.7.2012
Mr C.C. Fisher C09/23 31.7.2012
Mrs J.M. Scott C11/42 31.7.2013

Appointed by the Senate

Professor E.G.N. Borg S10/48 31.7.2012
Professor V.A. Gibson S11/46 31.7.2013
Professor M.J. Gooding S10/48 31.7.2012
Professor S.J. Graham S10/48 31.7.2012
Professor R.B. Potter S10/48 31.7.2012

Secretary: The University Secretary (Mr K.N. Hodgson)

Terms of Reference:

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 Framework Steering Group

Chair

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

Ex officio

Chair of the Advisory Board for Information Services  Professor G.H. Tucker
Chair of the Administrative Information Systems Prioritisation Group  Professor M.G. Fulford
Chair of the Committee on Museums, Archives and Collections  Professor G. Marston
The Director of Student and Academic Services  Dr R.J. Messer
University Secretary  Mr K.N. Hodgson
A Dean  Dr M-M. Kleinhans
A Faculty Director of Teaching and Learning  Mr A. Slater
The Vice-President (Academic Affairs) of the Students' Union

Right of Attendance

Chair of the University Board for Research and Innovation  Professor C.M. Williams
The Librarian  Mrs J.H. Munro
Head of UMASCS and Director of MERL  Ms K. Arnold-Forster
The Director of IT Services  To be appointed
The Head of Information Management and Policy Services  Mr L. Shailer
The Head of New Web and Media  Mrs H.N. Setchell

Secretary: Miss L.M. Davies (appointed by the Director of Student and Academic Services)

Terms of Reference:

1. To have oversight of and make recommendations on matters of strategy and policy across the broad area of information in the University.

2. To have responsibility for the University’s Information Framework and oversight of action in support of its principles and themes.

Reports to Senior Management Board as and when necessary.

Receives reports from the Administrative Information Systems Prioritisation Group, the Advisory Board for Information Services, the Committee on Museums, Archives and Collections and the Copyright Advisory Group.
Information Services: Advisory Board

The normal period of tenure is three years

Chair (A Dean or Faculty Director of Teaching and Learning)

Professor G.H. Tucker  
SMB11/137  
31.7.2014

Ex officio

A Faculty Director of Teaching and Learning  
Dr M-M. Kleinhans
Director of Student and Academic Services  
Dr R.J. Messer
The Librarian  
Mrs J.H. Munro
The Director of IT Services  
To be appointed
The Vice-President (Academic Affairs) of the Students’ Union  
Mr A. Slater

One member (and an alternate) from each Faculty, nominated by the Dean

Professor D. Oderberg and Dr O. Tansey  
(AHSS)
Dr L.A. Newton (alternate: Mr S. Rowbottom)  
(HBS)
Dr A. Culham (alternate: Dr J. Spencer)  
(LS)
Professor W. Hughes (alternate: Professor S. Williams)  
(S)

In attendance

Head of Collections, Library  
Mr R.J.M. Wood
Head of Systems and Services, Library  
Ms C.A. Ayres
Two Assistant Directors from IT Services  
Mr S.M. Gough
and Mr C.M. Cockshoot

Secretary:  
Ms L.M. Davies (appointed by the Director of Student and Academic Services)

Terms of Reference:

1. To consider policy and strategy issues relating to the provision of information services to staff and students by IT Services and the Library in support of the research intensive University.

2. To ensure that policy and strategy developments reflect the principles and themes of the Information Framework 2010-14.

Reports periodically to the Senate and Information Framework Steering Group.

Institutional Repository Steering Group

Professor D.C. Berry (Chair)  
The Dean of the Faculty of Science  
Professor G. Marston
The Dean of the Faculty of Arts, Humanities and Social Science  
Professor G.H. Tucker
Terms of Reference:

1. To monitor the overall progress of the Repository project:
   
   (a) to monitor and approve expenditure from the Repository project budget;
   
   (b) to approve policy and scope recommendations from the Repository Team;
   
   (c) to raise the profile of, and champion, the Repository;
   
   (d) to ensure the needs of the Research Excellence Framework (REF) are met by the Repository;
   
   (e) to ensure the wider needs of the University are met by the Repository;
   
   (f) to keep abreast of national context and how it might impact on the University’s operation;
   
   (g) to ensure the interoperability of the Repository with existing IT infrastructure.

International Operations Group

The Pro-Vice-Chancellor (International and External Engagement) (Chair)  Professor S.J. Mithen
Academic Registrar  Ms L.J. Kishore
The Director of Administration, Henley Business School  Mr D.A. Stannard
The Director of Reading International Office  Mrs S. Myles
International Recruitment Manager, Reading International Office  Ms C. Allen
The Head of Postgraduate Research Support and Development  Mr C. Robson
The Henley Business School MBA Programme Director  Mr M.H. Keighley
An HR Partner – Henley Business School  Ms C. Rolstone
The International Quality Support Manager  Mrs R.B. Dearlove
The International Student Advisor  Mr M.D. Daley
A representative from Communications  Mrs K. Wilson
A representative from Finance  Mrs C. Sherriff
A representative from ISLC  Mrs L. Virtue
A representative from Research & Enterprise  Mrs C. Harris
Head of Admissions  Dr C. Edgar
Secretary: Senior Administrative Officer Ms L.M. Davies

Terms of Reference:

1. To advise the Pro-Vice-Chancellor (International and External Engagement) on operational matters in support of the internationalisation of the university.

2. To oversee and co-ordinate the implementation of operational aspects of the internationalisation of the University.

Reports to and receives reports from the International Strategy Group.

International Project Board

Chair

The Pro-Vice-Chancellor (International and External Engagement) Professor S.J. Mithen

The Deans of the Faculties

Professor G.H. Tucker Arts, Humanities and Social Science
Professor J. Board Henley Business School
Professor R.H. Ellis Life Sciences
Professor G. Marston Science

Ex officio

The Director of Postgraduate Research Studies and Researcher Development Professor D.C. Berry
The Director of External Affairs Mr S.P.R. Horan
The Director of Finance and Corporate Services Mr D.C.L. Savage
The Director of Student and Academic Services Dr R.J. Messer
A Faculty Director of Teaching and Learning Dr M-M. Kleinmans
The Director of Marketing and Recruitment Mrs C. Bysh
The Director of Reading International Office Mrs S. Myles
The Director of the International Study and Language Centre Ms R.J. Richards

Secretary: Senior Administrative Officer Ms L.M. Davies

Terms of reference:

1. To advise the Pro-Vice-Chancellor (International and External Engagement) on strategic matters in support of the internationalisation of the University.

2. To make recommendations to Senior Management Board on specific patterns of investment required to support the delivery of International Strategy.

3. To oversee the implementation of strategic aspects of the internationalisation of the University.
Reports to Senior Management Board as necessary.

The Project Board will meet twice a term.

**Museum of English Rural Life: Committee for the**

The normal period of tenure is three years.

*Chair*  
Professor M.G. Fulford

*Ex officio*  
The Vice-Chancellor  
The Director of Student and Academic Services  
The Head of the Department of History or his representative  
The Head of the UMASCS, and Director of MERL  
The Curator of Collections and Engagement, MERL  
The University Librarian  
Dr R.J. Messer  
Dr J. Burchardt  
Ms K. Arnold-Forster  
Ms I. Hughes  
Mrs J.H. Munro

*Two members appointed by the Senate*  
Professor M.W. Shaw  
Professor S.F. Walker  
S10/48  
S11/46  
31.7.2013  
31.7.2014

*By Invitation*  
Dr J. Broad  
Chair, British Agricultural History Society  
Ms S. Macdonald  
Director of UCL Museums, Collections and Public Engagement  
Mr R. Harris  
Museum Director, Weald & Downland Open Air Museum  
Ms S. Donnelly  
Archivist, LSE Library  
Dr N. Verdon  
Reader in History, Sheffield Hallam University

*Secretary:* The Director of Student and Academic Services (for whom Ms L.M. Davies acts)

*Ad personam*  
Ms A. Heseltine  
Mr A.E. Palmer (Chair, Friends of the University)

**Terms of Reference:**

Revised Ordnance XXV for the Committee for the Museum of English Rural Life (revised August 2008)

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 Director of Student and Academic Services 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) 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 Director of Student and Academic Services
           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.

Reports to the Support Services Policy Committee, Senate and Council

**Committee on Museums, Archives and Collections**

Professor M.G. Fulford *(Chair)*

*Ex officio*

- One Dean
- The Director of Student and Academic Services
- The University Librarian
- The Head of the UMASCS, and Director of MERL
- The Curator of Collections and Engagement
- The Chair of the Beckett International Foundation
- The Curator (or equivalent) of the Cole Museum
- The Curator (or equivalent) of the Herbarium
- The Curator (or equivalent) of the Ure Museum
- The Curator (or equivalent) of the Lettering Printing and Graphic Design Collections
- University Archivist
- The Curator (or equivalent) of the Geoscience Collection
- The Head of Collections, University Library
- A member of Academic Staff
- A member of Academic Staff

*By invitation*

- The University Museums and Collections Learning Manager
- Director of the Evacuation Archive
- A representative of the Special Collections Service
- MERL Librarian

*Secretary:* Senior Administrative Officer Ms L.M. Davies

*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 Corporate Plan.
Committee of Deans 00/303

Reports to the Senior Management Board through the Information Strategy Committee, and to the University Boards for Research and Teaching and Learning.

**Personal Title of Professor, Reader or Senior Lecturer: 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
The Pro-Vice-Chancellors
The Deans of the Faculties
Chair of the Non-Professorial Staff Dr A.P. Nash

Two members appointed by the Council (not being of the Academic Staff), at least one of whom shall be a member of the Council

<table>
<thead>
<tr>
<th>Member</th>
<th>C09/23</th>
<th>31.7.2012</th>
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</thead>
<tbody>
<tr>
<td>Mr C.C. Fisher</td>
<td></td>
<td></td>
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<tr>
<td>Mrs J.M. Scott</td>
<td>C11/42</td>
<td>31.7.2013</td>
</tr>
</tbody>
</table>

Three members of the Senate (not being Deans), appointed by the Senate

<table>
<thead>
<tr>
<th>Professor</th>
<th>S11/46</th>
<th>31.7.2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor J.A. Ellis</td>
<td></td>
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<tr>
<td>Vacancy</td>
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</table>

Secretary: The University Secretary (Mr K.N. Hodgson)

**Terms of Reference:**

See Ordinance XXIII

Reports to Council and Senate.

**Committee on Postgraduate Research Studies**

The Director of Postgraduate Research Studies and Researcher Development Professor D.C. Berry (Chair)

The Faculty Directors of Research

Professor G.H. Tucker Arts, Humanities and Social Science
Professor V.A. Gibson Henley Business School
Professor R.H. Ellis  
Professor G. Marston

Life Sciences  
Science

By invitation

A Faculty Director of Teaching and Learning  
Dr P.M. Miskell

The Associate Director of Postgraduate Research Studies (Humanities, Arts, Social Science and Business)  
Dr E.H. Minns

The Associate Director of Postgraduate Research Studies (Science and Life Sciences)  
Dr P. Stuart

The Head of Admissions or her nominee  
Dr C. Edgar

The Director of the International Office or her nominee  
Mrs S. Myles

The Director of Research and Enterprise or his nominee  
Dr D.J. Gillham

A representative of the Students’ Union Postgraduate Student Representation Group  
Mr D. Ankrah

A representative of the Planning Support Office  
Dr N.E. Helsby

Head of Doctoral Research Office  
Mr J.D. Lloyd

The Vice-President (Academic Affairs) of the Students’ Union  
Mr A. Slater

Secretary:  
Head of Postgraduate Research Support and Development  
Mr C. Robson

Re-Grading Committee

The Deputy Vice-Chancellor (Chair)  
Professor T.A. Downes

The Dean of the Faculty of Life Sciences  
Professor R.H. Ellis

The University Secretary  
Mr K.N. Hodgson

The Deputy Director of Estates and Facilities Management  
Ms J.L. Pich

Two Heads of School (or equivalent)  
Professor M.J. Gooding & Professor J.C. Bignell

The Director of Human Resources  
Mr J.J. Brady

Secretary:  
Miss C.E. Eckett  
The Human Resources Manager (Reward and Benefits)

Appeals against decisions of the Re-Grading Committee

The Deputy Director of Human Resources  
Mrs R.C. Busby

A Head of Directorate (one of whom be selected on each occasion depending on the nature of the appeal)

The Deans of the Faculties (one of whom be selected on each occasion depending on the nature of the appeal)

Secretary:  
Miss C.E. Eckett  
The Human Resources Manager (Reward and Benefits)
Remuneration Committee

Ex officio

- The President of the Council: Mr C.C. Fisher
- The Vice-Chancellor
- A Vice-President of the Council: Mr R. Dwyer

Three other lay members of the Council

- Dr A.P. Reed
- Mrs J.M. Scott (Chair)
- Mr S.P. Sherman

Secretary: The University Secretary (Mr K.N. Hodgson)

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.

(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 Strategy and Finance Committee and Council on any such arrangement. (For this purpose “Senior Staff” is defined as at August 2007 (HEFCE letter 22/2007) 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.

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.
Research Ethics Committee

Eight members appointed by the Senate

<table>
<thead>
<tr>
<th>Name</th>
<th>Reference</th>
<th>Date</th>
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<tbody>
<tr>
<td>Dr P.J. Almond</td>
<td>S10/48</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Dr J.F.S. Burchardt</td>
<td>S11/46</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Dr A. Drewery</td>
<td>S10/48</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor M.A. Gosney</td>
<td>S11/46</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Dr J.A. Lovegrove</td>
<td>S09/55</td>
<td>31.7.2012</td>
</tr>
<tr>
<td>Dr T. Marinis</td>
<td>S09/55</td>
<td>31.7.2012</td>
</tr>
<tr>
<td>Dr S.C. Todd</td>
<td>S09/55</td>
<td>31.7.2012</td>
</tr>
<tr>
<td>Dr J. Wright (Chair)</td>
<td>S11/46</td>
<td>31.7.2014</td>
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</table>

Up to two members appointed by the Council at least one of whom is to be drawn from outside its own membership

<table>
<thead>
<tr>
<th>Name</th>
<th>Reference</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr G.P. Botting</td>
<td>C10/44</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Mr D. Carpenter</td>
<td>C10/72</td>
<td>30.7.2013</td>
</tr>
</tbody>
</table>

Other members appointed by the Research Ethics Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr A.J. Cocks</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Dr A. Penn</td>
<td>30.7.2013</td>
</tr>
</tbody>
</table>

A representative of the Students’ Union

The Vice-President (Academic Affairs) Mr A. Slater

Secretary: The Director of Student and Academic Services (for whom Dr N.E. Helsby acts)

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 Senate.
S7550, C4470 7 June 1985 (Report of Standing Committee)
Senate 02/100 Council 02/61
Residences Management Committee

Ex officio

The Deputy Vice-Chancellor (Chair) Professor T.A. Downes
A Dean Professor R.H. Ellis
The Director of Estates and Facilities Management or his nominee
The Director of Student, Learning and Teaching Services or her nominee
The Director of Finance and Corporate Services or his nominee
The President of the Students’ Union

Three members of the Academic Staff appointed by Senior Management Board (one member of Academic Staff must be from Bulmershe Court)

Professor R.H. Ellis
Dr F.J. Davis
Professor E.J. Taylor

In attendance

The Deputy Director FMD
Assistant Director, Residences
Assistant Director, Commercial Services

Standing Invitation

Management Accountant – Facilities Management
Senior Resident Tutor/Warden
Group Residences Manager
Project Co-ordinator
Advisory Team Leaser, Student Services Centre

Two representatives from the Wardens

Mr F. Davis
Mr T. Macfadyen

Secretary: The Director of Student and Academic Services (for whom Mrs K.H. Dickinson acts)

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

Terms of Reference:

1. To recommend to the Senior Management Board, policy and strategy issues relating to the provision of residential services.
2. To deal with emergencies on behalf of the Board.
3. To prepare Annual budget and financial plans for endorsement by the Senior Management Board.
4. To review the financial performance against budget forecast and report the findings to the Senior Management Board.

5. To take such action as required by the Senior Management Board in connection with the financial performance.

Reports to the Senior Management Board, the Support Services Committee and the Council

**Reward Committees**

**Academic & Research**

- Pro-Vice-Chancellor (*Chair*)
  - Professor C.M. Williams
- Pro-Vice-Chancellor
  - Professor S.J. Mithen
- Pro-Vice-Chancellor
  - Professor G. Brooks
- Dean of the Faculty of Arts, Humanities and Social Science
  - Professor G.H. Tucker
- Dean of the Henley Business School
  - Professor J. Board or his nominee
- Dean of the Faculty of Life Sciences
  - Professor R.H. Ellis
- Dean of the Faculty of Science
  - Professor G. Marston
- An HR Partner
- The Human Resources Manager (Reward and Benefits)
  - Miss C.E. Eckett (*Secretary*)

**Professorial & Managerial**

- Pro-Vice-Chancellor (*Chair*)
  - Professor G. Brooks
- Dean of the Faculty of Arts, Humanities and Social Science
  - Professor G.H. Tucker
- Dean of the Faculty of Life Sciences
  - Professor R.H. Ellis
- University Secretary
  - Mr K.N. Hodgson
- Director of Student and Academic Services
  - Dr R.J. Messer
- An HR Partner
- The Human Resources Manager (Reward and Benefits)
  - Miss C.E. Eckett (*Secretary*)

**Support Staff**

- Dean of the Faculty of Science (*Chair*)
  - Professor G. Marston
- Director of Estates and Facilities Management
  - Mr C. Robbins or his nominee
- Director of Student, Learning and Teaching Services
  - J.A. Ghandhi
- The Librarian
  - Mrs J.H. Munro
- Two Heads of School
  - Professor M.D.E. Fellowes & Vacancy
- An HR Partner
- The Human Resources Manager (Reward and Benefits)
  - Miss C.E. Eckett (*Secretary*)
Reward Committee Appeals Panel

The Deputy Vice-Chancellor (Chair)  
Director of Human Resources  
Professor T.A. Downes  
Mr J.J. Brady

Risk Management Group

Ex officio

The Pro-Vice-Chancellor (Research and Innovation) (Chair)  
The Director of Finance and Corporate Services  
The University Secretary  
Professor C.M. Williams  
Mr D.C.L. Savage  
Mr K.N. Hodgson

Two Heads of School (one drawn from the Science Faculties and the other not)

Professor C. Hilson  
Dr B. Cosh

One further Head of Directorate

The Director of Estates and Facilities Management  
Mr C. Robbins

Secretary: Appointed by the University Secretary (Ms N.L. Gillard)

University of Reading Science & Technology Centre Ltd: Board of Directors

Ex officio

The Deputy Vice-Chancellor  
The Pro-Vice-Chancellor (Research and Innovation) (Chair)  
The Director of Finance and Corporate Services (Company Secretary)  
The Director of Estates and Facilities Management  
The Dean of the Faculty of Science  
Professor T.A. Downes  
Professor C.M. Williams  
Mr D.C.L. Savage  
Mr C. Robbins  
Professor G. Marston

One member of the Council

Mr R. Buller  
C10/44  
31.07.2012

Secretary: The Director of Research and Enterprise (Dr D.J. Gillham)

Terms of Reference:

See Memorandum and Articles of Association plus Memorandum of Understanding with the University.
Senior Management Board

The Vice-Chancellor (Chair)
The Deputy Vice-Chancellor
The Pro-Vice-Chancellors
The Deans of the Faculties
The Heads of Directorate

Secretary: Ms L.V. Sharman

Terms of Reference:

Subject to the Statutes 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 Senior Management 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 and framing of recommendations on all matters relating to academic and institutional planning;

(iii) Through the Committee on Strategy for Student Recruitment and Academic Provision which shall report to it, the determination of student numbers and their distribution;

(iv) The oversight of research, teaching and learning, and enterprise in the University;

(v) The receipt of, and the co-ordination of responses to, all communication form 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;

(vi) The confirmation of probationary appointments for Academic Staff and for Research and Analogous Staff;

(vii) The award of additional and discretionary increments and lump sum payments;

(viii) The recommendation to the Council through the Senate of appointments to Visiting Professorships and the conferment of such other visiting and courtesy titles as do not require Council or Senate approval;

(ix) The monitoring of such risks as may be assigned to it within the Universities Risk Requirements.

The Board will report to the Senate and to the Strategy and Finance Committee as appropriate.
Probationary Review Sub-Committee

Ex officio

The Vice-Chancellor (*Chair*)
The Deputy Vice-Chancellor
The Pro-Vice-Chancellors
The Deans of the Faculties

**Secretary:** The University Secretary

**In attendance**

The Director of Human Resources or his representative

**Terms of Reference:**

1. The confirmation of probationary appointments for Academic Staff.
2. The Sub-Committee shall meet on two or three occasions each year, immediately following a calendared meeting of the Senior Management Board.

Students’ Union Liaison Committee

The Deputy Vice-Chancellor
Director of Estates and Facilities Management Mr C. Robbins
Director of Finance and Corporate Services Mr D.C.L. Savage
President of the Students’ Union Mr K. Hobley
Two other officers of the Students’ Union
The Chief Executive of the Students’ Union
The Director of Student, Learning and Teaching Services J.A. Ghandhi
The Heads of Directorate (or their nominee)

**Secretary:** Director of Finance and Corporate Services (for whom Ms C. Sherriff acts)

Sports Management Committee

**A Pro-Vice-Chancellor (*Chair*)** Professor R.L. Robson

**Three members of Academic Staff**

Professor S.D. Green 31.7.2014
Professor D.S. Oderberg 31.7.2012
Dr M.J. Proven 31.7.2013
In attendance

The Director of Estates and Facilities Management Mr C. Robbins
The Director of Sport and Recreation Mr I.A. Akhurst
The Director of Finance and Corporate Services or his nominee Mr P.M. Osborne
The Director of Student Recruitment and Outreach Ms C.J. Singleton
The Director of Development and Alumni Relations Mr A. Wood
The Chief Executive of the University of Reading Students’ Union Mr R.J. Silcock
The Vice-President (Student Activities) of the Students’ Union Mr J. Legon

Standing Invitation

Head of Physical Education and Sports Leadership Dr T. Macfadyen
(Institute of Education)

Secretary: Ms R. Hill-Kelly

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;
   (ii) 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 Vice-President (Student Activities) of the Students’ Union.

Reports to the Support Services Policy Committee and to the Senior Management Board.

(Reconstituted 1997 C3710; C4634)
(Reconstituted 2002 C02/23)
(Reconstituted 2006)
Staffing Committee

Ex officio

The Director of Postgraduate Research Studies and Researcher Development (Chair)  
Professor D.C. Berry

The Director of Human Resources  
Mr J.J. Brady

The Director of the Centre for Staff Training and Development  
Ms E.A. Graham

Two Deans appointed by the Senior Management Board

Professor R.H. Ellis  
SMB09/122  
31.7.2012

Professor G.H. Tucker  
SMB11/137  
31.7.2015

One Head of Directorate appointed by the Senior Management Board

Dr R.J. Messer  
SMB10/146  
31.7.2013

Two senior members of the staff of the University appointed by the Senior Management Board

Professor J.A. Ellis  
SMB09/122  
31.7.2012

Mrs J.H. Munro  
SMB11/137  
31.7.2014

Secretary: The University Secretary (for whom Mr A.J. Twyford acts)

Standing Invitation

Chair of the Equality and Diversity Committee  
Professor D.C. Berry

The Senior HR Partner  
Mr A.J. Twyford

One HR Partner  
Mrs C.L. Bennett

The Deputy Director of Estates and Facilities Management  
Mrs J.L. Pich

Terms of Reference:

1. To oversee the development of new personnel policy and related procedures.

2. To monitor progress towards strategic aims and objectives in the personnel area.

3. To review the effectiveness of current personnel 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 Senior Management Board and others as appropriate.

7. To provide advice on the implications for personnel policy of matters referred to it by other bodies.
8. To ensure that significant personnel developments are communicated to staff in an effective and timely manner.

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

10. To receive reports annually from the Director of the Centre for Staff Training and Development.

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

12. To advise the University (as employer), through the Senior Management Board and the Strategy and Finance Committee, on policy issues relating to the University Employees’ Pension Fund.

Committee of Deans 02/283

Statute XXXIII: Panels

Members are listed in the order in which they will be called.

Chair of either the Tribunal or the Grievance Committee

Mr R. Buller 31.7.2012
Mrs J.M. Scott 31.7.2013
Mr J.D. Fishburn 31.7.2012
Mr R. Dwyer 31.7.2012
Professor S. Hawker 31.7.2013
Dr A.P. Reed 31.7.2013

Tribunal

Appointed by the Council

Mr R. Buller 31.7.2012
Mrs J.M. Scott 31.7.2013
Mr J.D. Fishburn 31.7.2012
Mr H.W.A. Palmer QC 31.7.2014
Mr S.P. Sherman 31.7.2013
Dr P.R. Preston 31.7.2014

Appointed by the Senate

Professor C. Hilson 31.7.2014
Professor P.R. Ghandhi 31.7.2012
Professor G. Brooks 31.7.2013
Grievance Committee

Appointed by the Council

Mr R. Buller 31.7.2012
Professor A.M. Hodge 31.7.2012
Dr A.P. Reed 31.7.2013
Mr R.E.R. Evans 31.7.2014
Sir John Sunderland 31.7.2014
Ms S.M. Woodman 31.7.2014

Appointed by the Senate

Professor M.G. Fulford 31.7.2014
Professor C.J. Hilson 31.7.2012
Professor P.R. Ghandhi 31.7.2013
Professor S.J. Graham 31.7.2012
Professor A.C. Williams 31.7.2012

Appeal Body

Appointed by the Council

Mr R. Buller 31.7.2012
Mrs J.M. Scott 31.7.2013
Mr R. Dwyer 31.7.2012
Dr P.A. Erskine 31.7.2013

Appointed by the Senate

Professor R. Auchmuty 31.7.2013
Professor H.M. Colquhoun 31.7.2012
Professor G.R. Gibson 31.7.2013
Professor C.M.S. Sutcliffe 31.7.2013
Professor K.M. Bryden 31.7.2014

Secretary: The University Secretary (Mr K.N. Hodgson)

Terms of Reference:

See Ordinance XXXIII

(C94/26, C94/29, C98/56)
(C01/26)
Strategy and Finance Committee

The normal period of tenure is three years.

*Ex officio*

- The President of the Council (*Chair*)
  - Mr C.C. Fisher
- The Vice-Presidents of the Council
  - Mrs J.M. Scott
  - Mr R. Dwyer
- The Vice-Chancellor
- The Deputy Vice-Chancellor
- The Pro-Vice-Chancellors

*Four other lay members of the Council*

- Mr R. Buller
  - C10/44
  - 31.7.2012
- Mr R.E.R. Evans
  - C11/42
  - 31.7.2014
- Professor S. Hawker
  - C10/44
  - 31.7.2013
- Mr H.W.A. Palmer QC
  - C11/42
  - 31.7.2014

*Secretary:* The University Secretary (Mr K.N. Hodgson)

*In attendance*

- The Deans of the Faculties and the Heads of Directorate

*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 University Secretary shall be secretary of the Committee; the Deans of the Faculties, the Director of Student and Academic Services, the Director of Estates and Facilities Management, the Director of Finance and Corporate Services, the Director of External Affairs and the Director of Student, Learning and Teaching 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 (which has twelve members of whom seven are lay) 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 financial dealings;
(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 rules as shall be assigned to it within the Universities Risk Requirements.

(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 Senior Management 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**

**University Appointed Trustees**

Mr T.G. Ford *(Chair)*
Vice-President of the Council Mr R. Dwyer
The Director of Finance and Corporate Services Mr D.C.L. Savage
The Director of Human Resources Mr J.J. Brady

**Member Nominated Trustees**

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

*Secretary:* The University Secretary (for whom Ms C.E. Eckett acts)

**Trustee Committee for the University of Reading Pension Scheme**

Mr T.G. Ford *(Chair)*
Vice-President of the Council Mr R. Dwyer
The Director of Finance and Corporate Services Mr D.C.L. Savage
The Director of Human Resources Mr J.J. Brady
Secretary: The University Secretary (for whom Ms C.E. Eckett acts)

By invitation

The Deputy Director of Human Resources Mrs R.C. Busby
The Pensions Officer Miss S.A. May

Investments Committee

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

Mr R.E.R. Evans C11/42 31.7.2014

Ex officio

The President of the Council The Vice-Chancellor The Deputy Vice-Chancellor Professor T.A. Downes

Two further lay members of the Council

Mr T. Bartlam C09/16 31.7.2012
Mrs J.M. Scott C11/42 31.7.2013

Co-opted member

Mr I.P. Smith C11/42 31.7.2015

Secretary: The Director of Finance and Corporate Services (for whom Ms C.A.B. Wright acts)

In attendance

The Deputy Director of Finance

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 strategy.

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.

**Committee on Strategy for Student Recruitment and Academic Provision**

*Ex officio*

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

**The Deans of the Faculties**

Professor G.H. Tucker  
Professor J. Board  
Professor R.H. Ellis  
Professor G. Marston

*Artists, Humanities and Social Science*  
*Henley Business School*  
*Life Sciences*  
*Science*

**Alternates: the Faculty Directors of Teaching and Learning**

Dr M-M. Kleinhans  
Dr P.E. Woodman  
Dr P.M. Miskell  
Professor J.R. Park  
Dr O.B. Kennedy

*Artists, Humanities and Social Science*  
*Artists, Humanities and Social Science*  
*Henley Business School*  
*Life Sciences*  
*Science*

*By invitation*

Director of Student and Academic Services  
Director of Planning Support  
Director of External Affairs (or his nominee)  
Director of Student, Learning and Teaching Services  
Head of Financial Planning and Analysis  
Head of Admissions

Dr R.J. Messer  
Mrs D.K. Pearce  
Mr S.P.R. Horan  
J.A. Ghandhi  
Ms S. Bartlett  
Dr C. Edgar

**Secretary:**  
The Director of Student and Academic Services (for whom Ms H. Duglan acts)
Terms of Reference:

1. To consider broad issues related to the recruitment of and provision for all undergraduate and taught postgraduate students and in particular to consider what strategies should be adopted in response to changes in the external context;

2. To consider initial proposals for significant ideas for new academic provision, and to approve business plans where necessary;

3. To set and monitor recruitment targets against Departments and Schools giving consideration to the overall balance of different types of students in those units;

4. To consider the resource implications of the University’s recurrent grant from external funding sources (e.g. HEFCE, TDA, NHS etc.) of likely recruitment;

5. To consider the resource implications of the University’s recurrent grant of significant ideas for new academic provision;

6. To meet several times each term and, where necessary convene additional meetings at key points in the recruitment cycle;

7. To receive and to respond to relevant papers from appropriate Committees and Boards relating to new provision and resources;

   To report to the University Board for Teaching and Learning and to Senior Management Board;

8. The Committee is not responsible for monitoring recruitment of Home Postgraduate Research students, but must be aware of the level of recruitment in order to inform targets for taught students.

Students Union: “independent person” to investigate and report on complaints from students under paragraph 25 of the Students’ Union Code of Practice

Vacancy

Students’ Union: Trustee Board

Sabbatical Officers, 2010-2011

The President Mr K. Hobley
The Vice-President (Academic Affairs) Mr A. Slater
The Vice-President (Welfare and Representation) Ms S. Johnson
The Vice-President (Student Activities) Mr J. Legon
The Vice-President (Democracy and Campaigns)  Mr B. Haines

Student Trustees, 2010-2011

Three Student Trustees  Mr J. Mellor
Ms D. Dennis-Betts
Ms L. Bohme

External Trustees

Ms T. Levell Clarke
Ms J. Guest
Ms R. Elliot

Support Services Policy Committee

A Vice-President of the Council *(Chair)*  Mr R. Dwyer
The President of the Students’ Union (or nominated alternate)  Mr K. Hobley

One Pro-Vice-Chancellor  Professor R.L. Robson  C10/44  31.7.2014
One Dean  Professor R.H. Ellis  SMB08/161  31.7.2012

Four further lay members of Council

Professor A.M. Hodge  C09/23  31.7.2012
Dr P.R. Preston  C11/42  31.7.2014
Mr S.P. Sherman  C10/72  31.7.2013
Ms S.M. Woodman  C11/42  31.7.2014

Secretary:  The Director of Student, Learning and Teaching Services (J.A. Ghandhi)

In attendance

The Director of Finance and Corporate Services

Terms of Reference:

1. The Support Services Policy Committee shall consist of the following voting members:

*Ex officio*

The Vice-President of the Council
The President of the Students’ Union (or nominated alternate)

*Elected members*

One Pro-Vice Chancellor appointed by the Council
One Dean appointed by the Council
Four members of the Council, not being registered students of the University,
appointed 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 Director of Student, Learning and Teaching Services shall be Secretary of the Committee.

3. The quorum for meetings of the Support Services Policy Committee (which has eight members of whom five are lay) be four members of whom three must be lay.

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

5. It shall normally meet at least once in each term.

6. On behalf of the Council, the Support Services Policy Committee shall have oversight of non-academic services policy and have advisory oversight of student services generally.

(a) Services

The Committee shall discharge the Council’s responsibilities in respect of the following in so far as they involve non-financial aspects of the relevant activities:

(i) The Standing Committee on the Arts to which it shall appoint a lay member of the Council or Court;

(ii) The Careers Advisory Board;

(iii) The Committee for the Museum of English Rural Life;

(iv) The Joint Steering Group for the University Health Service;

(v) The Residences Management Committee;

(vi) The Sports Management Committee;

(vii) The University Student/Staff Forum to which it shall appoint two members from among its lay membership (The President (alternate Vice-President) being a member ex officio)

(viii) Such other support services as the Council may from time to time decide.

(b) Complaints, Conduct and Discipline

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

(i) The Complaints Committee to which it shall appoint a lay member if the Council as Chair;
(ii) The Standing Disciplinary Committee to which it shall appoint one member of the Council and one alternate;

(iii) The Standing Disciplinary Appeals Committee to which it shall appoint two lay members, at least one to be a member of the Council, and a panel of four lay Council members as substitutes;

(iv) Panels appointed to hear appeals against decisions of University Board for Teaching and Learning in cases of neglect of work to each of which, when convened, it shall appoint a Chair from among its lay membership.

**University Farms Board**

<table>
<thead>
<tr>
<th>The Deputy Vice-Chancellor</th>
<th>Professor T.A. Downes</th>
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<tr>
<td>Or A Pro-Vice-Chancellor</td>
<td>Professor C.M. Williams</td>
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*(one of whom will act as Chair)*

**Ex officio**

| The Dean of the Faculty of Life Sciences | Professor R.H. Ellis |
| The Head of the School of Agriculture, Policy and Development | Professor M.J. Gooding |
| The Head of the Department of Agriculture (if not already a member) or another academic member of the School | Mr R.L. Vaughan |
| The Director of Animal Science Research Group | Professor D.I. Givens |
| The Director of Financial and Corporate Services | Mr D.C.L. Savage |

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

<table>
<thead>
<tr>
<th>Mr D. Homer</th>
<th>C09/16</th>
<th>31.7.2012</th>
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<tr>
<td>Mr J. Kent</td>
<td>C09/16</td>
<td>31.7.2012</td>
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</table>

**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 Services (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 AVRГ Farms, bearing in mind the University’s overall interest and, in particular, its Mission Statement [1]

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 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 make recommendations and report to the Strategy and Finance Committee as required.

[1] “We are one of the United Kingdom’s leading research intensive universities, a major contributor to the knowledge economy, and internationally recognised for our excellence in teaching.
Our mission is to promote the growth, transfer and application of knowledge.
Our vision is to translate our excellence into a major contribution to culture, economic well-being, and the quality of life.
We will achieve our vision by developing a culture that stimulates and supports our staff and students.”
Joint University/UCU Committee

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
One Dean of a Faculty or a Pro-Vice-Chancellor (as designate by Council):
Professor S.J. Mithen C10/44 31.7.2014

One lay member of the Council (normally a lay officer) appointed by the Council to serve for three years
Mr R. Dwyer C11/42 31.7.2012

One member of the Senate appointed by the Senate
Dr B. Cosh S11/46 31.7.2014

Five members of the Reading Association of the UCU

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

Four other members of the Reading Association
To be confirmed

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

Right of attendance

The Director of Human Resources Mr J.J. Brady

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

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.
(S5173 14 June 1972 (Report of Finance and General Purposes Committee, Item 1f); S7035)
University/UNISON Joint Manual and Clerical Staff Committee

University representatives

The Pro-Vice-Chancellor (Chair)
The Director of Human Resources
The University Secretary

Appointed by the Council

Mr R. Dwyer  C09/23  31.7.2012

Five UNISON representatives

Secretary:  Mr A.J. Twyford (for whom Mrs A.M. Wallace acts)

Terms of Reference:

1. To negotiate on matters relating to local terms and conditions of employment.
2. To discuss any matters concerning the Manual and/or Clerical Staff of the University.
3. To receive appropriate information.
4. To assist in the resolution of any grievance or issue which may arise as indicated hereafter.

Reports to the Strategy and Finance Committee.

(C4000) 7 November 1980 (Report of the Standing Committee, Item 5d)

University/UNITE: Joint Technical Staff Committee

Four University representatives

The Pro-Vice-Chancellor (Chair)
The Director of Human Resources
The Dean of the Faculty of Life Sciences
One vacancy

Appointed by the Council

Mr R. Dwyer  C09/23  31.7.2012

Five UNITE representatives and alternates

Secretary:  Mr A.J. Twyford (for whom Mrs A.M. Wallace acts)
Terms of Reference:

1. To negotiate on matters relating to terms and conditions of employment including the local implementation of terms and conditions as provided under national agreements except that such matters as are, or become, the subject of national negotiations, will not be matters for local negotiations.

2. To discuss and provide a means of consultation on any matters concerning the Technical and Computer Operating Staffs of the University.

3. To receive appropriate information.

4. To assist in the resolution of any grievance or issue which may arise as indicated hereafter.

Reports to the Strategy and Finance Committee.

(C3835)
(C4382)
Representatives of the University

Representative Trustees

Higg’s and Newman’s Charities, South Stoke, Oxon
Normal period of tenure – four years
Dr G.P. Botting

Capstick Memorial Trust
Normal period of tenure – no period given
Mr R.A. Wilbey

Representatives on Educational and Other bodies

University Courts

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

Court of the University of Liverpool
Normal Period of tenure – three years
Professor R.J. McCrindle

Court of the University of Surrey
Dr P. Glaister

Other Bodies

British Universities’ Sports Association
Mr G. Jones

Council for British Archaeology: Universities Committee
Normal period of tenure – no period given
Professor R.W. Chapman

Institute of Leisure and Amenity Management
Governing Body and Examination Board
Normal period of tenure – no period given
Mr R.J. Bisgrove

NFU/Unigate Scholarship Fund Advisory Group
Normal period of tenure – three years
Dr A.J. Grandison

Reading Adult and Community College Advisory Group
Normal period of tenure – no period given
Dr P.E. Woodman
Southern Universities’ Management Services
Normal period of tenure – no period given
The Vice-Chancellor (ex officio) S6512 from 3.1979
The Director of Finance and Corporate Services C01/42

Universities and Colleges Admissions Service – Regional Group
Normal period of tenure – no period given
Ms L.J. Kishore from 2000

Universities and Colleges Information Systems Association
Mr M.R. Barsley S11/46 31.7.2014
Professor R.L. Robson S11/46 31.7.2014
Vacancy 31.7.2014

Universities’ Committee on Sandwich Courses
Normal period of tenure – no period given
Mrs G. Jodrell from 1.10.1999

Universities’ Safety Association
Normal period of tenure – no period given
Mrs M.E. Simpson

West Berkshire Research Ethics Committee
Normal period of tenure – no period given
Emeritus Professor R. Mead (alternate: Dr M. Woodward)
Appendix 1

Committee Membership of Lay Members of Council

Mr T. Bartlam (31.7.2012)

Audit Committee
Discipline: Disciplinary Appeals Committee
Investments Committee

Mr R. Buller (31.7.2012)

Appointments Committee
Audit Committee
Discipline: Disciplinary Appeals Committee
University of Reading Science and Technology Centre Ltd: Board of Directors
Statute XXXIII Panel – Panel of Chairs; Tribunal Committee; Grievance Committee;
Appeal Body
Strategy and Finance Committee

Mr R. Dwyer – Vice-President of the Council (31.7.2012)

Appeals against Decisions of the Personal Titles Committee
Appointments Committee
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee
Statute XXXIII Panel – Panel of Chairs; Appeal Body
Strategy and Finance Committee
Board of Trustees for the University of Reading Employees’ Pension Fund
Trusted Committee for the University of Reading Pension Scheme
Support Services Policy Committee
Joint University/UCU Committee
University/UNISON Joint Manual and Clerical Staff Committee
University/UNITE: Joint Technical Staff Committee

Dr P.A. Erskine (31.7.2013)

Statute XXXIII Panel – Appeal Body

Mr R.E.R. Evans (31.7.2014)

Strategy and Finance Committee
Investments Committee
Statute XXXIII Panel – Grievance Committee

Mr J.D. Fishburn (31.7.2012)

Appointments Committee
Audit Committee (Chair until 31.12.11)
Mr C.C. Fisher – President of the Council (31.7.2012)

Arts: Joint Standing Committee of the Council and Senate
Appointments Committee (Chair)
Careers and Employability Board
Discipline: Disciplinary Appeals Committee (Chair)
Honorary Degrees: Joint Standing Committee of the Council and Senate
Personal Title of Professor Reading or Senior Lecturer: Joint Standing Committee of the Council and Senate
Remuneration Committee (Chair)
Strategy and Finance Committee (Chair)
Investments Committee

Professor S. Hawker (31.7.2013)

Statute XXXIII Panel – Panel of Chairs
Strategy and Finance Committee

Professor A.M. Hodge (31.7.2012)

Arts: Joint Standing Committee of the Council and Senate
Complaints Committee
Discipline: Disciplinary Appeals Committee
Statute XXXIII Panel – Grievance Committee
Support Services Policy Committee

Mr H.W.A. Palmer QC (31.7.2014)

Discipline: Disciplinary Appeals Committee (Substitute member)
Statute XXXIII Panel – Tribunal Committee
Strategy and Finance Committee

Dr P.R. Preston (31.7.2014)

Statute XXXIII Panel – Tribunal Committee
Support Services Policy Committee

Dr A.P. Reed (31.7.2013)

Appointments Committee
Discipline: Standing Disciplinary Committee (Alternate)
Remuneration Committee
Statute XXXIII Panel – Panel of Chairs; Grievance Committee

Mrs J.M. Scott - Vice-President of the Council (31.7.2013)

Appeals against Decisions of Faculty Promotion Groups (Chair)
Appointments Committee
Discipline: Disciplinary Appeals Committee *(Substitute member)*
Honorary Degrees: Joint Standing Committee of the Council and Senate
Personal Title of Professor Reading or Senior Lecturer: Joint Standing Committee of the Council and Senate
Remuneration Committee *(Chair)*
Statute XXXIII Panel – Panel of Chairs; Tribunal Committee; Appeal Body
Strategy and Finance Committee
Investments Committee

Mr S.P. Sherman *(31.7.2013)*

Audit Committee *(Chair from 1.1.12)*
Discipline: Disciplinary Appeals Committee *(Substitute member)*
Remuneration Committee
Statute XXXIII Panel – Tribunal Committee
Support Services Policy Committee

Sir John Sunderland *(31.7.2014)*

Development Board
Statute XXXIII Panel – Grievance Committee

Ms S.M. Woodman *(31.7.2014)*

Development Board
Statute XXXIII Panel – Grievance Committee
Support Services Policy Committee

Appendix 2

Deputy Vice-Chancellor

Professor T.A. Downes 31.7.2014

Pro-Vice-Chancellors

Professor G. Brooks From 01.01.2012 31.7.2015
Professor S.J. Mithen 31.7.2014
Professor R.L. Robson 31.12.2011
Professor C.M. Williams 31.7.2012

Deans of the Faculties

Faculty of Arts, Humanities and Social Science Professor G.H. Tucker 31.7.2015
Henley Business School Professor J. Board
Faculty of Life Sciences Professor R.H. Ellis 31.7.2012
Faculty of Science Professor G. Marston 31.7.2015

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### Faculty Directors of Research

| Faculty of Arts, Humanities and Social Science | Professor G.H. Tucker | 31.7.2015 |
| Henley Business School | Professor V.A. Gibson | |
| Faculty of Life Sciences | Professor R.H. Ellis | 31.7.2012 |
| Faculty of Science | Professor G. Marston | 31.7.2015 |

### Faculty Directors of Teaching and Learning

| Faculty of Arts, Humanities and Social Science (co-Director) | Dr M-M. Kleinhans | 31.7.2014 |
| Faculty of Arts, Humanities and Social Science (co-Director) | Dr P.E. Woodman | 31.7.2014 |
| Henley Business School | Dr P.M. Miskell | 31.7.2015 |
| Faculty of Life Sciences | Professor J.R. Park | 31.7.2015 |
| Faculty of Science | Dr O.B. Kennedy | 31.7.2014 |

### Heads of Schools

| Faculty of Arts, Humanities and Social Science | Professor J.C. Bignell | 31.7.2012 |
| School of Arts and Communication Design | Professor J.C. Bignell | 31.7.2012 |
| Institute of Education | Professor A.C. Goodwyn | 31.7.2015 |
| School of Health and Social Care | Ms A.C. Quinn | 30.4.2012 |
| School of Humanities | Professor P.J. Stratton-Lake | 31.7.2015 |
| School of Law | Professor C.J. Hilson | 31.7.2013 |
| School of Literature and Languages | Professor C.J.H. Duggan | 31.7.2012 |
| School of Politics, Economics and International Relations | Professor G.P. Meen | 31.7.2015 |

### Henley Business School

| Business Informatics, Systems and Accounting | Professor K. Liu | 31.7.2015 |
| International Business and Strategy | Professor A. Rugman | 31.7.2013 |
| The International Capital Markets Association Centre | Professor C.M.S. Sutcliffe | 31.7.2014 |
| Leadership, Organisations and Behaviour | Professor A. Ghobadian | 31.7.2013 |
| Marketing and Reputation | Professor M. Clark | 31.7.2015 |
| Real Estate and Planning | Mr R. Gibbard | 31.7.2014 |

### Faculty of Life Sciences

<p>| School of Agriculture, Policy and Development | Professor M.J. Gooding | 31.7.2012 |
| School of Biological Sciences | Dr M.D.E. Fellowes | 31.7.2014 |
| School Chemistry, Food and Pharmacy | Professor A.C. Williams | 31.7.2015 |
| School of Psychology and Clinical Language Sciences | Professor J.A. Ellis | 31.7.2012 |</p>
<table>
<thead>
<tr>
<th>Faculty of Science</th>
<th>Professor S.D. Green</th>
<th>31.7.2014</th>
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<td>Professor S.D. Green</td>
<td>31.7.2014</td>
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<td>31.7.2012</td>
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<td>School of Systems Engineering</td>
<td>Dr B. Cosh</td>
<td>31.7.2013</td>
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