University of Reading
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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 Mr K.N. Hodgson
Head of University Administration Dr R.J. Messer
Chief Operating Officer 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 Greenlands Trust
Mr M. Blunden Boyes Turner
Mr J. Braithwaite CBE SEECC
Mr M. Broadbent SEECC/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  
*Brixton plc*

Mr S. Whittaker  
*TVEP*

Dame Jo Williams  
*The Chief Executive Officer of QinetiQ*

**Supporters of the University**

(i)  
*Up to six representatives of the Friends of the University to serve until the yearly meeting in 2017*

- Mr T. Bottomley
- Dr J.M. Grainger
- Mr W. Hartley Russell
- Mrs A.E. Haworth
- Mrs B.L. Morris
- Mr D.G. Wood

(ii)  
Mr J. Cook  
Viscountess Hambleden  
Sir William McAlpine  
Lady Sainsbury

**Members of Parliament**

- Mr R. Benyon MP  
  Newbury
- Mr J. Howell MP  
  Henley
- Ms F. MacTaggart MP  
  Slough
- The Rt Hon Theresa May MP  
  Maidenhead
- The Rt Hon John Redwood MP  
  Wokingham
- Mr R. Wilson MP  
  Reading East
- Mr A. Sharma MP  
  Reading West

**County Dignitaries**

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

(ii)  
*Up to four Deputy Lieutenants, on the nomination of the Lord Lieutenant of Berkshire*

- Mrs S. Errington CBE DL
- Mr D. Gardiner DL
- Mr R. Watson DL

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

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

**Local Mayors**

- The Mayor of Henley-On-Thames  
  Councillor E. Hodgkin
- The Mayor of Reading  
  Councillor J. Rynn
- The Mayor of Wokingham  
  Councillor B. Wyatt

**Local authority officers**
The Chief Executive of Reading Borough Council
The Chief Executive of Wokingham Borough Council
The Chief Executive of Wycombe District Council

Health professionals
Nominated by the Pro-Vice-Chancellor
Chairman, Royal Berkshire 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
Nominated by the Director of the Student Employment, Experience and Careers Centre
Mr P. Taylor-Smith (SEECC)
Vacancies

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

(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
Rothamsted Research Professor I.R. Crute
Royal Horticultural Society Ms S. Biggs
The Royal Botanic Gardens Professor S.D. Hopper

(ii) Principals of Colleges in the Associate College Network
East Berkshire College Ms J. Robertson
Sparsholt College Mr M. Ridout
Bracknell and Wokingham College Mr H. O’Keeffe
Basingstoke College of Technology Ms L. Pickering

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

Mrs D. Ajose Prospect School, Tilhurst 2014
Mrs M. Ball Baylis Court Secondary School 2017
Mr C. Clare Geoffrey Fields Junior School 2017
Mr R. Elsey Edgebarrow School, Crowthorne 2014
Mr P.G. Dick Kemit School, Thatcham 2017
Mrs K. Gauld Hillside Primary School, Reading 2017
Mrs M. Hernandez Slough Grammer School 2017
Estrada
Mrs V. Houdley The Downs School, Newbury 2017
Mr C. House Dove House School, Basingstoke 2017
Mr P. Lewis Bulmershe School, Woodley 2017
Mr A.J. Linnell Desborough School 2017
Mr A.N. Matthias The Emmbrook School, Woodley 2014
Mr A. McGrath Leighton Park School, Reading 2017
Ms T. Opalko  
Mr D.J. Ramsden  
Mr T. Royle  
Dr P. Thomas  
Ms B.E. Stanley  
Mrs K. Winrow  
Mrs H. Winter

St Edmund Campion Primary  
Little Heath School, Tilehurst  
Highdown School, Emmer Green  
Maiden Erleigh School  
Abbey School, Reading  
Ranelagh School, Bracknell  
The Piggot School, Wargrave

2017  
2017  
2017  
2014  
2017  
2017  
2017

Recent Honorary Graduates and Fellows of the former Henley Management College

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

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

Mr W. Barclay  
Sir William Benyon  
Dr G.P. Botting  
Mr D. Gibbons  
Miss C. Harmer  
Dr J.C.F. Hayward  
Councillor Mrs P. Helliar-Symons  
Mr D. Luffrum

8
Dr G. Marshall
Dr P.D. Orchard-Lisle
Dr E.S. Page
Mr A.E. Palmer
Dr W.A. Palmer
Dr M.E. Rayner
Dr P.T. Warry
Dr J.D. Wilkins
Professor Sir Roger Williams
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  31.7.2014
Ms J. Coope  31.7.2015
Mr R. Dwyer (Vice-President of the Council)  31.7.2015
Dr P.A. Erskine  31.7.2013
Mr R.E.R. Evans  31.7.2014
Mr C.C. Fisher (President of the Council)  31.7.2015
Professor S. Hawker  31.7.2013
Mr H.W.A. Palmer QC  31.7.2014
Dr P.R. Preston  31.7.2014
Dr A.P. Reed  31.7.2013
Mrs J.M. Scott (Vice-President of the Council)  31.7.2013
Mr S.P. Sherman  31.7.2013
Mr I.P. Smith  31.7.2015
Sir John Sunderland  31.7.2014
Ms S.M. Woodman  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

Dr B. Cosh  31.7.2014

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  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  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.*

Ms S. Webber  31.7.2015

*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 D.M. Carter  Arts, Humanities and Social Science
Dr P.E. Woodman  Arts, Humanities and Social Science
Mr R. Gibbard  Henley Business School
Professor J.R. Park  Life Sciences
Dr O.B. Kennedy  Science

The Heads of the Schools

Professor A.R. Bell  ICMA Centre  31.7.2016
Professor J.C. Bignell  Arts and Communication Design  31.7.2016
Professor P.J. Byrne  Real Estate and Planning  31.7.2015
Professor S.N. Chandler-Wilde  Mathematical and Physical Sciences  31.7.2014
Professor M. Clark  Marketing and Reputation  31.7.2015
Dr B. Cosh  Systems Engineering  31.7.2013
Professor C.J.H. Duggan  Literature and Languages  31.7.2016
Dr M.D.E. Fellowes  Biological Sciences  31.7.2014
Professor A. Ghobadian  Leadership, Organisations and Behaviour  31.7.2013
Professor R.L. Gilchrist  Human and Environmental Sciences  31.7.2015
Professor M.J. Gooding  Agriculture, Policy and  31.7.2014
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor A.C. Goodwyn</td>
<td>Institute of Education</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor S.D. Green</td>
<td>Construction Management and Engineering</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor C.J. Hilson</td>
<td>Law</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor K. Liu</td>
<td>Business Informatics, Systems and Accounting</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor G.P. Meen</td>
<td>Politics, Economics and International Relations</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor A. Rugman</td>
<td>International Business and Strategy</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor P.J. Stratton-Lake</td>
<td>Humanities</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor A.C. Williams</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Dr. J.W. Bell</td>
<td>Humanities</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Dr. G.K. Cook</td>
<td>Construction Management and Engineering</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor A.D.T. Cromartie</td>
<td>Politics, Economics and International Relations</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Mr. A.J. Doak</td>
<td>Henley Business School</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor P.J. van Leeuwen</td>
<td>Mathematical and Physical Sciences</td>
<td>31.7.2013</td>
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<tr>
<td>Dr. M.E. Lewis</td>
<td>Human and Environmental Science</td>
<td>31.7.2013</td>
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<tr>
<td>Professor P. Luna</td>
<td>Arts and Communication Design</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Dr. T. Macfadyen</td>
<td>Institute of Education</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor F.H.M. LeSaux</td>
<td>Literature and Languages</td>
<td>31.7.2015</td>
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<tr>
<td>Dr. R. Mc Bain</td>
<td>Henley Business School</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Dr. I. Mueller-Harvey</td>
<td>Agriculture, Policy and Development</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor R.A. Rastall</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor S. Reynolds</td>
<td>Psychology and Clinical Language Sciences</td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Dr. V.F. Ruiz</td>
<td>Systems Engineering</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Dr. D. Savva</td>
<td>Biological Sciences</td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Dr. A. Thies</td>
<td>Law</td>
<td>31.7.2014</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor J.A. Ellis</td>
<td></td>
<td>31.7.2015</td>
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<tr>
<td>Professor J. Felix</td>
<td></td>
<td>31.7.2013</td>
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<tr>
<td>Professor P.R. Ghandhi</td>
<td></td>
<td>31.7.2014</td>
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<tr>
<td>Professor Y. Kalyuzhova</td>
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<td>31.7.2015</td>
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<tr>
<td>Professor P. Kruschwitz</td>
<td></td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor C. Newdick</td>
<td></td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor H.M.I. Osborn</td>
<td></td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor P.M. Riddell</td>
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<td>31.7.2015</td>
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<tr>
<td>Professor P. Robinson</td>
<td></td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor I. Rutherford</td>
<td></td>
<td>31.7.2013</td>
</tr>
<tr>
<td>Professor S. Walker</td>
<td></td>
<td>31.7.2014</td>
</tr>
<tr>
<td>One vacancy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

- Ms H. Bilton 31.7.2015
- Dr I. Bland 31.7.2015
- Dr C. Fuller 31.7.2013
- Dr P. Glaister 31.7.2015
- Dr P.E. Hatcher 31.7.2014
- Dr S. Knox 31.7.2014
- Mrs S. Mott 31.7.2015
- Mrs J.H. Munro 31.7.2013
- Mr T. Pitman 31.7.2013
- Ms R.J. Richards 31.7.2013
- Eur Ing Dr R.S. Sherratt 31.7.2014
- Dr A. Smith 31.7.2014

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

- Mr J. Fletcher The President of the Students’ Union 7.2013
- Miss K. Swift The Vice-President (Academic Affairs) 7.2013
- Ms S. Davies The Vice-President (Welfare and Representation) 7.2013
- Mr N. Cook The Vice-President (Student Activities) 7.2013
- Miss C. Jones The Vice-President (Democracy and Campaigns) 7.2013

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.

- Ms J. Coulton Arts, Humanities and Social Science
- Ms J. Pickering Arts, Humanities and Social Science
- Mr T. Hurrell Henley Business School
- Mr S. Singh Life Sciences
- Ms H. Gough 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 31.7.2013
- Dr F.J. Davis 31.7.2013
- Professor P. Grindrod 31.7.2013
- Dr M-M. Kleinhans 31.7.2015

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

The Heads of Service 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 D.M. Carter  Arts, Humanities and Social Science
Dr P.E. Woodman  Arts, Humanities and Social Science
Mr R. Gibbard  Henley Business School
Professor J.R. Park  Life Sciences
Dr O.B. Kennedy  Science

Head of University Administration  Dr R.J. Messer
Vice-Provost (Academic) of the University of Reading Malaysia  Dr M-M. Kleinhans
Director of Student, Learning and Teaching Services  J.A. Ghandhi
Director of Postgraduate Research Studies and Researcher Development  Professor D.C. Berry
Head of the Centre for Quality Support and Development  Mr K.H.S. Swanson
The Vice-President (Academic Affairs) of the Students’ Union  Ms K. Swift
The President of the Students’ Union  Mr J. Fletcher

Rights of Attendance

The Deans of the Faculties
The Director of the Student Employment, Experience and Careers Centre
(Mrs J.E. Standley)

Secretary:  Ms V.A. Howard (appointed by the Head of University Administration)

Sub-Committee on Delivery and Enhancement of Teaching and Learning

The Faculty Directors of Teaching and Learning (of whom two will act as Joint Chair)
The President of the Students’ Union
Head of University Administration
Director of Student, Learning and Teaching Services
Director of Postgraduate Research Studies and Researcher Development
Chair of the Committee on Teaching and Learning Facilities
The Librarian
Director of IT Services
Head of the Centre for Quality Support and Development
Enhancement Manager
Academic Staff Development Manager
Greenlands Examinations Officer

Dr D.M. Carter and Professor J.R. Park
Mr J. Fletcher
Dr R.J. Messer
J.A. Ghandhi
Professor D.C. Berry
Professor V.A. Gibson
Mrs J.H. Munro
Mr J. Leary
Mr K.H.S. Swanson
Dr A. Crook
Dr N. Brooke
Miss T. Shore
A University Study Advisor

Dr J. Turner (alternate: Dr K. Shahabudin)

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

Ms K. Swift

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

Dr A. Culham
Dr E.M. McCrum
Dr R.J. Mitchell
Dr J.E. Setter
Dr K. Strohfeldt-Venables

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Ms J.L. Chetcuti (appointed by the Head of University Administration)

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 two will act as Joint Chair)

Mr R. Gibbard
and Professor J.R. Park

The President of the Students’ Union

Mr J. Fletcher

Director of Planning Support or their nominee

Dr C. Edgar

Head of Admissions

Mr D.A. Stannard

The Faculty Director of Administration, Henley Business School

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

Ms E. Reed
Regional Manager Africa and the Middle East

Dr R.J. Crabtree
RISIS Applications Manager

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

Mr K.H.S. Swanson
Head of the Centre for Quality Support and Development

Ms K. Wilson
Marketing Manager
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. Davies (appointed by the Head of University Administration)

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 maintain a strategic overview of taught student management information in relation to planning, financial projections or for any other purpose required by the University

(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

The Sub-Committee will meet twice a term.

Sub-Committee on Student Development

The Faculty Directors of Teaching and Learning (of whom one will act as Chair) Dr P.E. Woodman (alternate: Dr O.B. Kennedy)
The President of the Student’s Union Mr J. Fletcher
Head of University Administration Dr R.J. Messer
Director of the International Study and Language Centre Ms R.J. Richards (alternate Dr C. Cirillo)
A Faculty Liaison Librarian Ms H. Hathaway
A member of staff from the Reading International Office Me M. Dowse
A member of staff from the Student Employment, Mrs E. Sowden (alternate Mr
Experience and Careers Centre
A Study Advisor
The Vice-President (Student Activities) of the Students’ Union
A member of the Centre for the Development of Teaching and Learning

K. Thompson) Dr K. Shahabudin Mr N. Cook Ms J. Collier

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. Short (appointed by the Head of University Administration)

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 Support

The Faculty Directors of Teaching and Learning
(of whom one will act as Chair)
Director of Student, Learning and Teaching Services
Head of Counselling and Wellbeing
Senior Student Support Manager
Mental Health Adviser
Equal Opportunities and Diversity Officer
Student Communication Officer
A member of the Welfare and Pastoral Care team from the Halls

Dr O.B. Kennedy; (alternate: Mr R. Gibbard) J.A Ghandhi Dr A. Peña-Bizama Ms K.H. Dickinson Mr C. Kenderdine Mr D. Bartholomew Mr R.J. Sandford Dr F.J. Davis
No fewer than two members from amongst the Academic Staff of the University

Dr N.F. Beard
Ms C.L. Furneaux

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Mr R.J. Sandford (appointed by the Head of University Administration)

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

Ms C.L. Furneaux English Language and Literature AHSS
Mrs H. Bilton  Education  AHSS
Dr E.R. West  History  AHSS
Dr E. Fenton  Leadership, Organisations and Behaviour  HBS
Dr B. Vogel  HBS
Dr G. Schafer  Psychology and Clinical Language Sciences  LS
Mr N.F. Beard  Agriculture, Policy and Development  LS
Dr G.K. Cook  Construction Management and Engineering  S
Dr R.S. Sherratt  Systems Engineering  S

Representatives from Service Departments

Mr L.F. Beck  Finance and Corporate Services
Mr S.M. Gough  ITS
Ms D.A. Shearman  Campus Services, FMD
Mrs M. Whitmarsh  Commercial Services, FMD
Ms S. Morey  Teaching and Learning Support
alternate: Ms M-C. Papaefthimiou
Mrs J.L. Pich  Deputy Director, FMD
alternate: Mr D.J. Wallace
Ms J. Pendleton  Central Room Bookings and Timetabling
Mr M.R. Evans  Projects, FMD
Mr I. Cruickshank  Campus Services, FMD
J.A. Ghandhi  Student Learning and Teaching Services
Mr R. Hunter  Library and Collections Services

Representative from the Students’ Union

Vice-President (Academic Affairs) of the Students’ Union  Ms K. Swift
(alternate: The President of the Students’ Union)

Secretary:  Ms R.A. Bridges (appointed by the Head of University Administration)

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

Secretary: The Head of University Administration (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
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  
Vacancy  
Professor J.D. Saddy  
Dr R.W. Jackson  

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

Additional member by invitation

Dr R.E. Stewart  

Academic Project Management Office

Secretary: The Head of University Administration (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
Boards of Faculties

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  31.7.2016
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  31.7.2016
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 D.M. Carter  31.7.2014
Dr P.E. Woodman  31.7.2014

Secretary: Faculty Support Officer, Joint Faculties Office  Ms R. Brown

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  
Professor S.J. Graham  
Professor P. Vasunia  
Dr C.G. James  
Professor B. Cheyette  
Professor C. McKinnon

School of Arts and Communication Design  
School of Human and Environmental Sciences  
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 K. Powell  
Ms N. Abram  
Vacancy

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

Standing Invitations

Dr D.M. Carter  
Dr P.E. Woodman  
Mr G. Roberts  
Ms H. Taylor  
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  
Faculty Manager  
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 D.M. Carter (Co-Chair)  
Professor G.H. Tucker  
Professor P.E. Woodman (Co-Chair)

31.7.2015  
31.7.2015  
31.7.2016

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  

School of Arts and Communication Design
Dr E. McCrum  
Institute of Education  
Dr R.A.C. Rist  
School of Humanities  
Professor R. Auchmuty  
School of Law  
Dr J. Waters  
School of Literature and Languages  
Dr O. Tansey  
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  
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

Four vacancies

Secretary:  
Faculty Support Officer  
Ms R. Brown

Standing Invitations

Mrs J. Standley  
The Director, Student Experience, Employment and Careers Centre

Ms M.C. Papaefthimiou  
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

Ms H. Taylor  
Faculty Manager
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
Business Informatics, Systems and Accounting
Professor A.R. Bell
ICMA Centre
Professor A. Rugman
International Business and Strategy
Professor A. Ghobadian
Leadership, Organisations and Behaviour
Professor M. Clark
Marketing and Reputation
Professor P.J. Byrne
Real Estate and Planning

The Director of Research

Professor V.A. Gibson

The Director of Teaching and Learning

Mr R. Gibbard

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

Standing Invitations

Professor V.A. Gibson
The Deputy Dean
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
Mr H. Evans
Head of Executive Education
Mr J. Foster-Pedley
The Dean, Henley South Africa
Ms A. Matula
The Director, Henley Business School, Finland
Mr F. Müller
The Director, Henley Business School, Germany
Vacancy
The Director, Henley Business School, Hong Kong/Singapore
Mr D.C.L. Savage
Chief Operating Officer
Ms S.L. Bartlett
Senior Management Accountant
Mr N. Logan
Director of International Business
Mrs C. Rolstone
The Human Resources Partner
Mr S. Williams
The Director of Marketing
Ms N. Gillham
Director of Reading Real Estate Foundation
Mrs E. Rigby
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 R. Narula
Professor A. Ghobadian
Professor M. Clark
Professor K. Pain

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

Professor F.N. Crosby
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

Ms A. Kaplan
Vacancy

Secretary: The Faculty Director of Administration, Henley Business School

For whom Mrs B. Edwards acts

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

Mr R. Gibbard (Chair)
Professor V.A. Gibson

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  
Dr C. Padgett  
Dr J.T. Walker  
Dr J. Thurloway  
Dr C. Phillips  
Professor S. Stevenson  

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

Mr A.J. Doak  
Professor A.R. Bell  
Dr R. McBain  
Dr A. Dufour  

Head of Undergraduate Programmes  
Head of Pre-experience Postgraduate Programmes  
Head of Post-experience Postgraduate Programmes  
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

Two Vacancies

Secretary: The Faculty Director of Administration, Henley Business School  

For whom Mrs B. Edwards acts
Standing Invitations

Mrs J.E. Standley  The Director of the Student Experience, Employment and Careers Centre
Revd G. Connell  The Faculty Library Team Manager
Mr K.H.S. Swanson  The Head of the Centre for Quality Support and Development
Mr N. Logan  The Director of International Business
Mrs C. Nukui  A representative of the International Study and Language Centre
Mr C. Roberts  A representative of IT Services
Mr A. Keeble  The Faculty Postgraduate Admissions Manager
Ms J. Collier  A representative of the Centre for the Development of Teaching and Learning
Mr M. Keighley  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  31.7.2014
Professor M.D.E. Fellowes  Biological Sciences  31.7.2014
Professor A.C. Williams  Chemistry, Food and Pharmacy  31.7.2015

The Director of Research of the Faculty

Professor R.H. Ellis  31.7.2016

The Director of Teaching and Learning of the Faculty

Professor J.R. Park  31.7.2015

Secretary: Faculty Support Officer, Joint Faculties Office  Ms K. Findlater

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  31.7.2016
Professor G. Marston  31.7.2015
Dr O.B. Kennedy (joint-chair)  31.7.2014
Professor J.R. Park (joint-chair)  31.7.2015

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

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

Mrs J.E. Standley  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 Head of the Centre for Quality Support and Development
To be appointed  A representative of the RISIS Office

Secretary:  Faculty Support Officer, Joint Faculties Office  Ms K. Findlater
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.L. Gilchrist Human and Environmental Sciences 31.7.2015
Dr B. Cosh Systems Engineering 31.7.2013
Professor S.N. Chandler-Wilde Mathematical and Physical Sciences 31.7.2014

The Director of Research of the Faculty

Professor G. Marston 31.7.2015

The Director of Teaching and Learning of the Faculty

Dr O.B. Kennedy 31.7.2014

Secretary: Faculty Support Officer, Joint Faculties Office Ms K. Findlater

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) 31.7.2016
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. Lockwood Human and Environmental Sciences
Professor P. Cooper Mathematical and Physical Sciences
Professor W.S. Harwin Psychology and Clinical Language Sciences
Professor P. Cooper 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: Ms C. Moran

Standing Invitations

Ms H. Hathaway  Faculty Team Manager, University Library
Dr H. Prior  Research and Enterprise Services
Standing Committee on Academic Engagement and Fitness to Study

- The Deputy Vice-Chancellor or Pro-Vice-Chancellor
- One Faculty Director of Teaching and Learning or Dean from another Faculty
- One School Director of Teaching and Learning or Senior Tutor from another School
- One Sabbatical Officer from the Student’s Union

Secretary: Appointed by the Head of University Administration Ms H. Taylor

Terms of Reference: Ordinance XVII

Standing Committee of Academic Misconduct

Ex officio

Professor D.C. Berry (Chair) 31.7.2015

The Deans and the Faculty Directors of Teaching and Learning, two of whom shall normally be selected by the Chair 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 H. Combes 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

The Heads of service (or their nominees)

The Director of IT Services Mr J. Leary

Secretary: Ms H.A. Moriarty (appointed by the Head of University Administration)

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 31.7.2015

One member appointed by the Senate

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

C4718
S8001

Appeals against decisions of Faculty Promotions Groups

The normal period of tenure is three years

Chair (appointed by Council)

Mrs J.M. Scott  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.

C4718
Appointments Committee

Ex officio

The President of the Council       Mr C.C. Fisher (Chair)
The Vice-Chancellor             Sir David Bell
One Pro-Vice-Chancellor  Professor C.M. Williams  31.7.2016
One Dean                      Professor G.H. Tucker  31.7.2015

Five other lay members of Council

Mr R. Dwyer  31.7.2015
Dr A.P. Reed  31.7.2013
Mrs J.M. Scott  31.7.2013

Two vacancies

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*

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

Mr I.P. Smith 31.7.2015

Four members appointed by the Senate

- Professor P. Robinson 31.7.2014
- Dr J. Gibbs (Chair) 31.7.2014
- Professor F.H.M. Le Saux 31.7.2013
- Professor S.J. Mithen 31.7.2014

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

- Reading Borough Council: Ms K. Wood
- Reading Film Theatre: Mr U.M. Spencer
- Senior Common Room Committee: Mrs C.D. Lyle

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

Dr P.R. Preston  31.7.2014  
Mr S.P. Sherman (Chair)  31.7.2013  
Mr I.P. Smith  31.7.2015  

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

Mr D. Gibbons  31.7.2015  
Mr R. Buller  31.7.2015  

Rights of Attendance

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

Secretary: The University Secretary (for whom Mrs C.M. Ward acts)  

In attendance

Professor S. Hawker  31.7.2013  

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.  

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(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 Chief Operating Officer, 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*

- The Deputy Vice-Chancellor (*Chair*)
  A Senior member of the Department of Typography & Graphic Communication
  One further (client) Head of Service
  One Dean

- Professor P. Luna

- Professor G.H. Tucker

**Two Heads of Schools**

- Professor S.N. Chandler-Wilde
  *(Faculty of Science or Life Sciences)*
- Professor C.J. Hilson
  *(one from the other Faculties)*

- Head of Design and Print Studio
  Mr D.J. Lewis

- Head of Design and Brand Implementation
  Mr J.C. Lloyd
Co-opted

Mrs K. Wilson (on behalf of Mrs C. Bysh)
Ms H.N. Setchell

Secretary: Ms E. Lambden

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 Head of University Administration
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 31.7.2015
Dr S.P. Burke 31.7.2015

Appointed by the Students’ Union

The President of the Students’ Union Mr J. Fletcher
The Vice-President (Academic Affairs) of the Students’ Union       Ms K. Swift

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr L. Slater</td>
<td>Arts, Humanities and Social Science</td>
</tr>
<tr>
<td>Mr T. Spark</td>
<td>Arts, Humanities and Social Science</td>
</tr>
<tr>
<td>Ms J. Lockwood</td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Ms U. Hussain</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Ms F. Connor</td>
<td>Science</td>
</tr>
</tbody>
</table>

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

Four members of the Academic Staff

Ms C.A. Prior
Dr P.M. Riddell
Dr A.J. Happle
Professor J. Board

The President of the Students' Union

Mr J. Fletcher

In attendance

The Director of Estates and Facilities Mr C. Robbins
(alternate: Ms J.L. Pich)
The Director of Student, Learning and Teaching Services J.A. Ghandhi
The Chief Operating Officer or his nominee Ms S. Bartlett
Contract Relationship manager Ms K.L. Thomas
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 Head of University Administration (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**

Dr P.R. Preston *(Chair)* 31.7.2014

**Appointed by the Senate**

Professor C. Newdick 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

*Co-opted*

Mr H.E. Bell

*Standing Invitation*

Mrs B.L. Morris
The Clerk to Convocation (Ms T. O’Neill)

**Terms of Reference:**

See Ordinance XXII
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
Head of University Administration  Dr R.J. Messer
Head of Procurement  Mrs L.M. Jeffries

Secretary:  Miss E.L. Lambden

Development Board

Mr J.D. Fishburn (Chair)  31.7.2013
The Vice-Chancellor

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

Professor G. Brooks  31.7.2015
Professor G. Marston  31.7.2015

Two members of Council

Sir John Sunderland  31.7.2014
Ms S.M. Woodman  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  31.7.2013
Mr A.E. Palmer  31.7.2013
Mr S. Smith  31.7.2013
Mr G.M. Spooner  31.7.2013
Standing Invitation

The Director of Campaigns and Supporter Engagement
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

Ms J. Coope  31.7.2015
Mrs S. Webber  31.7.2015

 Substitute members in order of substitution

Mr H.W.A. Palmer QC  31.7.2014
Mrs J.M. Scott  31.7.2013
Mr T. Bartlam  31.7.2014
Mr S.P. Sherman  31.7.2013

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

Terms of Reference:

See Ordinance XVII

Reports to Council
C3178
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 31.7.2013
(alternate: Dr A.P. Reed) 31.7.2013

Appointed by Senate

Dr E.M. Page 31.7.2014
(alternate: Dr P.J. Almond) 31.7.2013

Dr G.K. Cook 31.7.2014
(alternate: Dr J.D. Creighton) 31.7.2015

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. Davies

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 Miss C. Jones
A representative from RUSU

Ex officio

The Director of Estates and Facilities or his nominee Mr C. Robbins
The Chief Operating Officer or his nominee Mr L.F. Beck
Deputy Director, Estates and Facilities Mrs J.L. Pich
Right of attendance

A representative from the School of Construction and Management Dr A.A. Elmualim
A representative from Health and Safety Services Mrs M.E. Simpson
A representative from the Environmental Ambassadors Ms C.A. Prior
A representative from Procurement Mr A.G. Tooley
A representative from the Whiteknights Campus Dr S. Musson
A representative from the London Road Campus Dr B. Billingsley
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 and Researcher Development)

Ex officio

University Equality and Diversity Officer
University Disability Advisors
Mr D. Bartholomew
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. Davies

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) 31.7.2013

Dr E. McCrum
(alternate: Dr R. Foxley) (AHSS) 31.7.2015

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

Dr M.A. Gee
(alternate: Professor C. Padgett) (HBS) 31.7.2014

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

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

Professor S. Chandler-Wilde
(alternate: Professor A. Wade) (S) 31.7.2015

Dr K. Ayres
(alternate: Dr R.S. Sherratt) (S) 31.7.2015
Secretary: The Head of University Administration (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 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 31.7.2015
Professor G.H. Tucker 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 J. Fletcher

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

Professor A.C. Goodwyn London Road
Mr A. Brand Greenlands

Right of attendance

The Chief Operating Officer or his nominee
The Head of Health and Safety Services
The Deputy Director of Estates and Facilities

One representative from each of the Central Services
Other members of the University may be invited to attend as appropriate

Secretary: The Head of University Administration (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 Subcommittee 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
Mrs J.L. Pich

Deputy Director of Estates and Facilities
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

**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

Secretary Faculty Manager (Mrs H. Taylor)

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
The University Secretary Mr K.N. Hodgson
The Director of Estates and Facilities Mr C. Robbins
The Director of Human Resources Mr J.J. Brady
The Deputy Director of Estates and Facilities Mrs J.L. Pich
The Head of Health and Safety Services Mrs M.E. Simpson
The Farms Manager Mr J.S. Lamburn

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 S. Fiest (alternate: vacancy) 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 Head of University Administration (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       Mrs M. E. Simpson
The Biological and Scientific Safety Advisor Dr G. Roberts

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
Vacancy

Vacancy                                UNITE - AMICUS

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

Secretary: Dr G. Roberts

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

Dr G. Roberts (Chair)  Dr S. Black  Dr J. Bowen  Dr L.A. Crompton  Dr F.J. Davis  Mr S.A. Feist  Dr G. Gibbins  Dr S.V. Leary  Mrs L. Pontin  Mrs R.M. Robson  Dr L. Shaw  Mr A. Simmons  Mrs M.E. Simpson

The Biological and Scientific Safety Officer  School of Human and Environmental Sciences  School of Systems Engineering  School of Agriculture, Policy and Development  School of Chemistry, Food and Pharmacy  School of Biological Sciences  School of Biological Sciences  School of Mathematical and Physical Sciences  Unite the Union

Secretary: Dr G. Roberts

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  31.7.2015
- Mr P. Erskine  31.7.2013
- Mr C.C. Fisher  31.7.2015
- Mrs J.M. Scott  31.7.2013

*Appointed by the Senate*

- Professor J.A. Ellis  31.7.2014
- Professor V.A. Gibson  31.7.2013
- Professor S.J. Graham  31.7.2014
- Professor E. Highwood  31.7.2014
- Professor P. Kruschwitz  31.7.2014

*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 Strategy 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 University Board for Research and Innovation: Professor C.M. Williams
- Chair of the Committee on Museums, Archives and Collections: Professor M.G. Fulford
- The Head of University Administration: Dr R.J. Messer
- University Secretary or their nominee: Ms E.A. Goodhand
- A Dean: Professor G. Marston
- A Faculty Director of Teaching and Learning: Dr D.M. Carter
- The Vice-President (Academic Affairs) of the Students’ Union: Ms K. Swift

Right of Attendance

- The Librarian: Mrs J.H. Munro
- The Director of IT Services: Mr J. Leary
- The Head of Information Management and Policy Services: Mr L. Shailer
- The Head of New Web and Media: Mrs H.N. Setchell

Secretary: Ms H.A. Moriarty (appointed by the Head of University Administration)

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  31.7.2014

Ex officio

A Faculty Director of Teaching and Learning Dr D.M. Carter
Head of University Administration Dr R.J. Messer
The Librarian Mrs J.H. Munro
The Director of IT Services Mr J. Leary
The Vice-President (Academic Affairs) of the Students’ Union Ms K. Swift

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

To be appointed

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 H.A. Moriarty (appointed by the Head of University Administration)

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
Henley Business School representative Dr J.T. Walker
Faculty of Life Sciences representative Dr A. Glennerster
Planning Support Manager (REF) Dr N.E. Helsby
University Library representative
Ms R.A. Movsovic
The Director of Planning Support
Mr J. Leary
The Director of IT Services
Mrs A.M. Sutton
Institutional Repository Manager

Secretary: To be appointed

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
Director of Learning and Teaching Services J.A. Ghandhi
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
The Head of Postgraduate Research Support and Development Professor D.C. Berry
The Henley Business School MBA Programme Director Mr M.H. Keighley
An HR Partner – Henley Business School
The International Student Advisor Mrs K. Wilson
A representative from Communications Mrs C. Sherriff
A representative from Finance Mrs L. Virtue
A representative from ISLC Mr C. Carpenter
Representative from the Library Dr A. van Dodeweerd
A representative from Research & Enterprise Ms L.M. Davies
Senior Quality Support Officer (International)
Iskandar Project Officer
University Admissions Officer

Secretary: Senior Administrative Officer Ms H.A. Moriarty
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

Provost and Chief Executive Officer, University of Reading Malaysia Dr M-M. Kleinhans
Vice-Provost (Academic) University of Reading Malaysia Professor D.C. Berry
The Director of Postgraduate Research Studies and Researcher Development and Researcher Development Mr S.P.R. Horan
The Director of Campaigns and Supporter Development Mr D.C.L. Savage
The Chief Operating Officer Dr R.J. Messer
The Head of University Administration Mr R. Gibbard
A Faculty Director of Teaching and Learning Mrs S. Myles
The Director of Reading International Office Ms R.J. Richards
The Director of the International Study and Language Centre

Secretary: Senior Administrative Officer Ms H.A. Moriarty

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.

University of Reading Malaysia Project Board

Chair

Provost and Chief Executive Officer, University of Reading Malaysia (Chair)

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

Pro-Vice Chancellor (International and External Engagement)  
Professor S.J. Mithen
The Director of Campaigns and Supporter Development  
Mr S.P.R. Horan
The Chief Operating Officer  
Mr D.C.L. Savage
The Head of University Administration  
Dr R.J. Messer
Director of Estates and Facilities  
Mr C. Robbins

In attendance

Vice-Provost (Academic) University of Reading Malaysia  
Dr M-M. Kleinhans
Chief Operating Officer, University of Reading Malaysia  
Mr P.M. Osborne

Secretary:  
Senior Administrative Officer  
Ms L.M. Davies

Terms of reference:

To ensure the delivery of a University of Reading campus and related activities in Malaysia

Reports to Senior Management Board as necessary. And Reading RUMAL Board of Directors
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
Dr R.J. Messer
The Head of University Administration
Dr J. Burchardt
The Head of the Department of History or his representative
Ms K. Arnold-Forster
The Head of the UMASCS, and Director of MERL
Ms I. Hughes
The Curator of Collections and Engagement, MERL
Mrs J.H. Munro
The University Librarian

Two members appointed by the Senate

Professor M.W. Shaw  31.7.2013
Professor S.F. Walker  31.7.2014

By Invitation

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

Secretary: The Head of University Administration (for whom Ms H.A. Moriarty 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 Head of University Administration 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:

- **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 Head of University Administration
  - The Head of the Department of History
  - The Director of MERL
  - The Keeper of the Museum
  - The University Librarian

- **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 Chief Operating Officer 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 and the Chair of the Beckett International Foundation  
  Professor G.H. Tucker
- The Head of University Administration  
  Dr R.J. Messer
- The University Librarian  
  Mrs J.H. Munro
- The Head of the UMASCS, and Director of MERL  
  Ms K. Arnold-Forster
- The Curator of Collections and Engagement, MERL  
  Ms I. Hughes
- The Curator (or equivalent) of the Cole Museum  
  Dr A. Callaghan
- The Curator (or equivalent) of the Herbarium  
  Dr A. Culham
- The Curator (or equivalent) of the Ure Museum  
  Dr A. Smith
- The Curator (or equivalent) of the Lettering Printing and Graphic Design Collections  
  Ms D. Bilbey acts
- University Archivist  
  Mr G. Baxter
- The Curator (or equivalent) of the Geoscience Collection  
  Dr H.J. McGoff
- The Head of Collections and Space, University Library  
  Mr P. Johnson
- A member of Academic Staff  
  Dr A.P. Nash
- A member of Academic Staff  
  *Vacancy*

*By invitation*

- The University Museums and Collections Learning Manager  
  Ms R. Moran
- Director of the Evacuation Archive  
  Dr M.L. Parsons
- A representative of the Special Collections Service  
  Ms C.G. Evans

**Secretary:**  
Senior Administrative Officer  
Ms H.A. Moriarty

**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

Mr R. Dwyer 31.7.2015
Mrs J.M. Scott 31.7.2013

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

Professor J.A. Ellis 31.7.2014
Professor A. Ghobadian 31.7.2014
Dr P.E. Woodman 31.7.2015

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  Life Sciences
Professor G. Marston  Science

By invitation
A Faculty Director of Teaching and Learning
The Associate Director of Postgraduate Research Studies and Researcher Development (Humanities, Arts, Social Science and Business) Dr E.H. Minns
The Associate Director of Postgraduate Research Studies and Researcher Development (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
A representative of the Students’ Union Postgraduate Student Representation Group
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 Ms K. Swift

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 31.7.2015

Three other lay members of the Council

Dr A.P. Reed 31.7.2013
Mrs J.M. Scott (Chair) 31.7.2013
Mr S.P. Sherman 31.7.2013

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.
**Professorial Salaries Advisory Group**
The Deputy Vice-Chancellor *(Chair)*
The Pro-Vice-Chancellors
*In attendance*

One Lay member of the Remuneration Committee  
Mr R. Dwyer

**Secretary**  
The Director of Human Resources

**Senior Staff Salaries Advisory group**
The Vice-Chancellor *(Chair)*
The Deputy Vice-Chancellor
*In attendance*

One Lay member of the Remuneration Committee  
Mr R. Dwyer

**Secretary**  
The Director of Human Resources

**Research Ethics Committee**

Eight members appointed by the Senate

Dr P.J. Almond  
Dr J.F.S. Burchardt  
Dr R. Everitt  
Professor M.A. Gosney  
Dr A.K. Ho  
Dr J.A. Lovegrove  
Dr N. Spinks  
Dr J. Wright *(Chair)*

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

Dr G.P. Botting  
Mr D. Carpenter

Other members appointed by the Research Ethics Committee

Dr A.J. Cocks  
Dr A. Penn  
Dr T. Lincoln

A representative of the Students' Union

The Vice-President (Academic Affairs)  
Ms K. Swift

**Secretary:**  
The Head of University Administration (for whom Dr M.J. Proven 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

Research Platforms Steering Group
Ex Officio

Pro-Vice-Chancellor (Research and Innovation)  31.7.2013

The Deans of the Science Faculties
Professor R.H. Ellis  Life Sciences
Professor G. Marston  Science

The Lead Academic for each research platform
Professor C.D. Collins  Chemical Analysis Facility
Professor J.D. Saddy  Centre for Integrative Neuroscience and Neurodynamics
Professor G. Mitchell  Centre for Advanced Microscopy

The Head of the host School for each research platform
Professor R.L. Gilchrist  Human and Environmental Sciences
Professor J.A. Ellis  Psychology and Clinical Language Sciences
Professor A.C. Williams  Chemistry, Food and Pharmacy

The Sciences Strategic Projects Manager
Dr I.J. Evans

Secretary: The Head of University Administration (for whom Dr N.E. Helsby acts)
Terms of Reference:

To maintain oversight of the activity of the University’s science-based research platforms to facilitate optimal cross-School usage, and to ensure that they support research of the highest quality, in line with the University’s overall research strategy and objectives, in a cost-effective manner.

1. To monitor usage of the facilities within the platform to ensure appropriate balance between grant funded, pump priming, researcher training and commercial activity

2. To review volume and quality of ‘outputs’ relating to research platform usage in terms of research outputs, research grant applications, and research income

3. To monitor staffing levels and recommend cases for additional staff

4. To monitor financial performance and make recommendations to Finance on annual budgets

5. To consider and recommend cases to SMB for acquisition, enhancement, or disposal of instrumentation

6. To give consideration and make recommendations to SMB on proposals for the establishment of additional, or the need for review of current, science research platforms at the University

7. To monitor promotion and dissemination internally and externally (industry, outreach) of the University’s research platforms

8. To keep abreast of national and international developments relating to research facilities and strategic research developments outside the University (e.g. Research Councils, commercial)

Residences Committee

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Vice-Chancellor</td>
<td>Professor G. Brooks</td>
<td>Chair</td>
</tr>
<tr>
<td>Representative of the Wardens</td>
<td>Dr M.J. Proven</td>
<td></td>
</tr>
<tr>
<td>Director of Student, Learning and Teaching Services</td>
<td>Mr J. Fletcher</td>
<td></td>
</tr>
<tr>
<td>President of the Students’ Union</td>
<td>Miss C.A. Prior</td>
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<tr>
<td>Representative of the Catering and Hospitality Management Committee</td>
<td>Professor W.P. Hughes</td>
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<tr>
<td>Representative of the Facilities Management</td>
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Committee
Secretary Mrs K.H. Dickinson

Terms of Reference

1. To have oversight of pastoral and welfare provision within the residences
2. To have general oversight of the residential arrangements
3. To recommend to the Senior Management Board, policy and strategy issues relating to the provision of residential services
4. To reflect on any emergencies reported within the residential system and, where appropriate, report and make recommendations to the Senior Management Board.

Reports to Senior Management Board, the Support Services Policy 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
Head of University Administration 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  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)  Professor T.A. Downes
Director of Human Resources  Mr. J.J. Brady

Risk Management Group

Ex officio

The Deputy Vice-Chancellor (Chair)  Professor T.A. Downes
The Chief Operating Officer  Mr. D.C.L. Savage
The University Secretary  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  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  Professor T.A. Downes
The Pro-Vice-Chancellor (Research and Innovation) (Chair)  Professor C.M. Williams
The Chief Operating Officer (Company Secretary)  Mr. D.C.L. Savage
The Director of Estates and Facilities  Mr. C. Robbins
The Dean of the Faculty of Science  Professor G. Marston
One member of the Council

Mr S.P. Sherman 31.7.2013

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.

Formerly the Innovation Centre


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.

C2570, S4222  
C95/63 10 November 1995 (Standing Committee Report to Council, Item 6)  
SMB06/246

**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.

**Sports Management Committee**

*A Pro-Vice-Chancellor (*Chair*)*  
Professor G. Brooks

*Three members of Academic Staff*

- Professor M.J. Almond  31.7.2015
- Professor S.D. Green  31.7.2014
- Dr M.J. Proven  31.7.2013

*In attendance*

- The Deputy Director of Estates and Facilities  Ms J. Pich
Standing Invitation

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

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
Two Deans appointed by the Senior Management Board

Professor R.H. Ellis  31.7.2016
Professor G.H. Tucker  31.7.2015

One Head of Directorate appointed by the Senior Management Board

Dr R.J. Messer  31.7.2013

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

Professor D.C. Berry  31.7.2015
Mrs J.H. Munro  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 Deputy Director of Human Resources  Mrs R.C. Busby
The Senior HR Partner  Mr A.J. Twyford
One HR Partner
The Deputy Director of Estates and Facilities  Mrs J.L. Pich
One Faculty Director of Teaching and Learning  Dr P.E. Woodman

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 H.W.A. Palmer 31.7.2014
- Mrs J.M. Scott 31.7.2013
- Mr S.P. Sherman 31.7.2013
- Mr R. Dwyer 31.7.2015
- Professor S. Hawker 31.7.2013
- Dr A.P. Reed 31.7.2013

Tribunal

Appointed by the Council

- Mrs J.M. Scott 31.7.2013
- Professor S. Hawker 31.7.2013
- Mr H.W.A. Palmer 31.7.2014
- Mr S.P. Sherman 31.7.2013
- Dr P.R. Preston 31.7.2014
- Ms S.M. Woodman 31.7.2014
- Mr I.P. Smith 31.7.2015

Appointed by the Senate

- Professor C.J. Hilson 31.7.2014
- Professor P.R. Ghandhi 31.7.2013
- Professor G. Brooks 31.7.2013
- Professor J.C. Bignell 31.7.2014
- Professor R.A. Rastall 31.7.2014
**Grievance Committee**

*Appointed by the Council*

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  
Dr P.R. Preston 31.7.2014  
Ms J. Coope 31.7.2015  

*Appointed by the Senate*

Professor M.G. Fulford 31.7.2014  
Professor S.J. Graham 31.7.2015  
Professor C.J. Hilson 31.7.2015  
Professor P.R. Ghandhi 31.7.2013  
Professor A.C. Williams 31.7.2015  

**Appeal Body**

*Appointed by the Council*

Mrs J.M. Scott 31.7.2013  
Dr P.A. Erskine 31.7.2013  
Mr I.P. Smith 31.7.2015  
Ms S. Webber 31.7.2015  

*Appointed by the Senate*

Professor R. Auchmuty 31.7.2013  
Professor H.M. Colquhon 31.7.2015  
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. T. Bartlam  
Mr R.E.R. Evans  
Professor S. Hawker  
Mr H.W.A. Palmer QC

31.7.2014  
31.7.2014  
31.7.2013  
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 Head of University Administration, the Director of Estates and Facilities Management, the Chief Operating Officer, 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
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.

I **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 Chief Operating Officer Mr D.C.L. Savage
The Director of Human Resources Mr J.J. Brady

Member Nominated Trustees

Mrs V. Davis
Vacancy
Mrs S. Mott

In Attendance

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

Secretary: The University Secretary (for whom Ms C. Hobson acts)

Board of Trustees for the University of Reading Pension Scheme

Mr T.G. Ford (Chair)
A University nominated Trustee Mr D.C.L. Savage
A member nominated Trustee Vacancy

Secretary: The University Secretary (for whom Ms C. Hobson acts)
In attendance

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 31.7.2014

Ex officio

The President of the Council
The Vice-Chancellor
The Deputy Vice-Chancellor

Two further lay members of the Council appointed by the Strategy and Finance Committee

Mr T. Bartlam 31.7.2014
Mrs J.M. Scott 31.7.2013

Co-opted member

Mr I.P. Smith 31.7.2015

Secretary: The Chief Operating Officer (for whom Mr J. Dinsdale 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 *Arts, Humanities and Social Science*
Professor V.A. Gibson *Henley Business School*
Professor R.H. Ellis *Life Sciences*
Professor G. Marston *Science*

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

Dr D.M. Carter *Arts, Humanities and Social Science*
Dr P.E. Woodman *Arts, Humanities and Social Science*
Mr R. Gibbard *Henley Business School*
Professor J.R. Park *Life Sciences*
Dr O.B. Kennedy *Science*

*By invitation*

Head of University Administration Dr R.J. Messer
Director of Planning Support Mrs J.E. Standley
Director of Student Employment, Experience and Careers Ms S. Bartlett
Centre
Director of Student, Learning and Teaching Services J.A. Ghandhi
Head of Financial Planning and Analysis Ms S. Bartlett
Head of Admissions Dr C. Edgar
Admissions Officer Ms V. Combeer

**Secretary:** The Head of University Administration (for whom Dr C. Charles 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.

Committee on Student Recruitment and Marketing

Ex Officio
The Vice-Chancellor
The Pro-Vice-Chancellor (Teaching and Learning) Chair
Dr D.M. Carter and Dr P.E. Woodman

The Faculty Directors of Teaching and Learning
Arts, Humanities and Social Science
Dr O.B. Kennedy
Henley Business School
Mr R. Gibbard
Life Sciences
Professor J. Park
Science

In attendance
The President of the Students’ Union
Mr J. Fletcher
Director of the International Study and Language Centre
Ms R. Richards
Director of Marketing and Communication
Ms G.E. Walsh
Head of Admissions
Dr C. Edgar
Director of Reading International Office
Mrs S. Myles
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 (e.g. 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-group on Fees, University Bursaries and Scholarships

Director of Student Learning and Teaching Services (Chair) J.A. Ghandhi
Head of Admissions (or their nominee) Dr C. Edgar
Director of the Reading International Office or their nominee Mrs S. Myles
Director of Fundraising and Supporter Development (or their nominee) K. Wilson
Director of Student Recruitment and Outreach Ms C. Singleton
The Head of RISIS or their nominee Dr R.J. Crabtree
A Faculty Director of Teaching and Learning Mr R. Gibbard
Annual Giving Manager, Development and Alumni Relations Ms B. McKinlay
Head of Financial Planning and Analysis Ms S. Barlett
Student Financial Support Team Leader Ms K. Borlase-Hendry
Head of the Doctoral Research Office Mr J. Lloyd

Secretary: Ms V. Combeer
Sub-group on Widening Participation

Ex Officio

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)  Mr J. Fletcher
President of the Student’s Union  Professor G. Marston
Dean of the Faculty of Science  Dr P.E. Woodman
Two Faculty Directors of Teaching and Learning  and Dr O.B. Kennedy

In attendance

Director of Student, Learning and Teaching Services  J.A. Ghandhi
Director of Student Employment, Experience and Careers Centre  Mrs J.E. Standley
Director of Student Recruitment and Outreach  Ms C.J. Singleton
Director of Planning Support (or their nominee)  Dr C. Edgar
Head of Admissions  Ms K. Borlase-Hendry
Student Financial Support Manager  Mrs S. Bartlett
Head of Financial Planning and Analysis  Ms L. Poplett
Access and Recruitment Officer  

Secretary: Mr J. Stock

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

Dr J.C.F. Hayward  31.7.2014
Students’ Union Liaison Committee

Head of University Administration (Chair)  Dr R.J. Messer
Chief Operating Officer  Mr D.C.L. Savage
University Secretary  Mr K.N. Hodgson
President of the Students’ Union  Mr J. Fletcher
Two other officers of the Students’ Union  Mr R. Silcock
The Chief Executive of the Students’ Union  J.A. Ghandhi
The Director of Student, Learning and Teaching Services

Secretary:  Appointed by the Head of University Administration (Ms S. Shears)

Terms of Reference

1. To keep under review the financial position of the Student’s Union including receiving the Student’s Union financial statements, and to report to the Senior Management Board, Strategy and Finance Committee and Council any concerns about the financial affairs of the Student’s Union.

2. To determine, on behalf of the Council, the Student’s Union Block Grant for the forthcoming financial year.

3. To monitor the overall financial and non-academic relationship between the Student’s Union and the University, and where necessary, make recommendations to Senior Management Board on changes to the relationship.

4. To report to the Senate and Council on any matter relating to the Student’s Union Constitution, including any relating to the review of the Constitution required under the Student’s Union Code of Practice and to make recommendations.

5. To undertake such other tasks as are delegated to it by the Council, Strategy and Finance Committee or the Senior Management Board.

Students’ Union: Trustee Board

Sabbatical Officers, 2010-2011

The President  Mr J. Fletcher
The Vice-President (Academic Affairs)  Ms K. Swift
The Vice-President (Welfare and Representation)  Ms S. Davies
The Vice-President (Student Activities)  Mr N. Cook
The Vice-President (Democracy and Campaigns)  Miss C. Jones

Student Trustees, 2010-2011

Three Student Trustees

External Trustees

Ms T. Levell Clarke
Support Services Policy Committee

A Vice-President of the Council (Chair)  Mr R. Dwyer  31.7.2015
The President of the Students’ Union (or nominated alternate)  Mr J. Fletcher
One Pro-Vice-Chancellor  Professor R.L. Robson  31.7.2014
One Dean  Professor R.H. Ellis  31.7.2016

Four further lay members of Council

Ms J. Coope  31.7.2015
Dr P.R. Preston  31.7.2014
Mrs S. Webber  31.7.2015
Ms S.M. Woodman  31.7.2014

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

In attendance

The Chief Operating Officer

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

The Deputy Vice-Chancellor  Professor T.A. Downes  (one of whom will act as Chair)
Or A Pro-Vice-Chancellor  Professor C.M. Williams

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
The Director of Animal Science Research Group
The Chief Operating Officer

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

Mr D. Homer  31.7.2015
Mr J. Kent  31.7.2015

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

Secretary:  The Chief Operating Officer  (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 AVRG 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 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 31.7.2015

One member of the Senate appointed by the Senate

Dr B. Cosh 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)  Mr J.J. Brady
The Director of Human Resources  Mr K.N. Hodgson
The University Secretary  Mrs R.C. Busby
The Deputy Director of Human Resources

Appointed by the Council

Ms J. Coope  31.7.2015

Five UNISON representatives

Secretary:  Mr A.J. Twyford

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)  Mr J.J. Brady
The Director of Human Resources  Professor R.H. Ellis
The Dean of the Faculty of Life Sciences
The Deputy Director of Human Resources  Mrs R.C. Busby

Appointed by the Council

Ms J. Coope  31.7.2015
Alternate to any member: University Secretary

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 Trustee

Higg’s and Newman’s Charities, South Stoke, Oxon
Normal period of tenure – four years
Dr G.P. Botting 31.1.2016

Representatives on Educational and Other bodies

University Courts

Court of the University of Bristol
Normal period of tenure – seven years
Emeritus Professor S. Nortcliff 31.12.2014

Court of the University of Liverpool
Normal Period of tenure – three years
Professor R.J. McCrindle 31.7.2015

Court of the University of Surrey
Dr P. Glaister 30.6.2014

Other Bodies

NFU/Unigate Scholarship Fund Advisory Group
Normal period of tenure – three years
Dr A.J. Grandison 31.12.2013

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) from 3.1979
The Chief Operating Officer

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 (31.7.2014)

Audit Committee
Discipline: Disciplinary Appeals Committee
Investments Committee

Ms J. Coope (31.7.2015)

Discipline: Disciplinary Appeals Committee
Statute XXXIII Panel - Panel of Chairs: Grievance
University/UCU Joint Manual and Clerical Staff Committee
University/UNITE: Joint Technical Staff Committee

Mr R. Dwyer – Vice-President of the Council (31.7.2015)

Appeals against Decisions of the Personal Titles Committee
Appointments Committee
Honorary Degrees: Joint Standing Committee of the Council and Senate
Personal Title of Professor, Reader or Senior Lecturer: Joint Standing Committee of Council and Senate
Remuneration Committee
Professorial Salaries Advisory Group
Senior Staff Salaries Advisory Group
Statute XXXIII Panel - Panel of Chairs
Strategy and Finance Committee
Board of Trustees for the University of Reading Employees' Pension Fund
Support Services Policy Committee
Joint University/UCU Committee

Dr P.A. Erskine (31.7.2013)

Honorary Degrees: Joint Standing Committee of the Council and Senate
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 C.C. Fisher – President of the Council (31.7.2015)

Appointments Committee (Chair)
Careers and Employability Board
Discipline: Disciplinary Appeals Committee (Chair)
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee (Chair)
Strategy and Finance Committee (Chair)
Investments Committee

Professor S. Hawker (31.7.2013)

Audit Committee
Statute XXXIII Panel – Panel of Chairs; Tribunal
Strategy and Finance Committee

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

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

Dr P.R. Preston (31.7.2014)

Audit Committee
Complaints Committee
Statute XXXIII Panel – Tribunal; Grievance
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
University of Reading Science and Technology Centre Ltd: Board of Directors
Statute XXXIII Panel – Panel of Chairs; Tribunal Committee
Mr I.P. Smith (31.7.2015)
Arts: Joint Standing Committee of Council and Senate
Audit Committee
Statute XXXIII Panel - Tribunal; Appeals
Investments 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 – Tribunal; Grievance Committee
Support Services Policy Committee

Appendix 2

Terms of Office

Deputy Vice-Chancellor

Professor T.A. Downes 31.7.2014

Pro-Vice-Chancellors

Professor G. Brooks 31.7.2015
Professor S.J. Mithen 31.7.2014
Professor C.M. Williams 31.7.2016

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 31.7.2016

Faculty of Science
Professor G. Marston 31.7.2015

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 31.7.2016

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 D.M. Carter  
31.7.2015

Faculty of Arts, Humanities and Social Science (co-Director)  
Dr P.E. Woodman  
31.7.2015

Henley Business School  
Mr R. Gibbard  
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
School of Arts and Communication Design  
Professor J.C. Bignell  
31.7.2016

Institute of Education  
Professor A.C. Goodwyn  
31.7.2015

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  
31.7.2016

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 A. Bell  
31.7.2016

Leadership, Organisations and Behaviour  
Professor A. Ghobadian  
31.7.2013

Marketing and Reputation  
Professor M. Clark  
31.7.2015

Real Estate and Planning  
Professor P.J. Byrne  
31.7.2015

Faculty of Life Sciences
School of Agriculture, Policy and Development  
Professor M.J. Gooding  
31.7.2014

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  
Dr L.T. Butler  
31.7.2016

Faculty of Science
School of Construction Management and Engineering  
Professor S.D. Green  
31.7.2014

School Human and Environmental Sciences  
Professor R.L. Gilchrist  
31.7.2015

School of Mathematical and Physical Sciences  
Professor S.N. Chandler-Wilde  
31.7.2014

School of Systems Engineering  
Dr B. Cosh  
31.7.2013