University of Reading
Committee List 2015-16
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The Court

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

Up to twelve members of convocation

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

The University Officers

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

Industrial and Commercial Partners

Dr F. Abba Foster Wheeler Ltd
Sir Michael Bichard Greenlands Trust
Mr M. Blunden Boyes Turner
Mr A. Chalkley Boyes Turner
Mr S. Dando Thomson Reuters
Dr P.A. Erskine Telefónica
Mr T. Evans CBE TVEP
Mr A. Froggatt Reading Real Estate Foundation
Mr P.J.K. Haslehurst Luxfer Group
Mr N. Kempner Reading Real Estate Foundation
Ms S. Ladbrook
Professor J. Lynch formerly Forest Research
Mr J. Nike Nike Group
Mr C. Parker Microsoft Ltd
Mr M. Patel Manichem
Sir Michael Rake BT and the UK Skills Commission
Mr S. Rankin CBI
Mr M. Samworth CBRE
Mr M. Saunders PriceWaterhouseCoopers
Mr S. Smith  
*Chair of the Henley Alumni Board and of Amex Card Services*

Mr T. Wheeler  
*Brixton plc*

Dame Jo Williams  
*The Chief Executive Officer of QinetiQ*

**Supporters of the University**

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

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

**Members of Parliament**

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

**County Dignitaries**

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

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

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

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

**Local Mayors**

- The Mayor of Henley-on-Thames  
  Councillor M. Akehurst
- The Mayor of Reading  
  Councillor T. Jones
- The Mayor of Wokingham  
  Councillor M. Bishop
Local authority officers

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

Health professionals
Nominated by the Pro-Vice-Chancellor
Chairman, Royal Berkshire Foundation NHS Trust (Mr S. Billingham)
Chair, Berkshire Healthcare NHS Foundation Trust (Mr J. Hedger)
Acting Chief Executive, Royal Berkshire NHS Foundation Trust (Mr A. Flowerdew)
Chief Executive, Berkshire Healthcare NHS Foundation Trust (Mr J. Emms)

Employers of Reading graduates
Nominated by the Director of the Careers, Placement and Experience Centre
Mr P. Taylor-Smith (SEEDA)
Vacancies

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

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

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

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

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

Vacancy  

Mrs K. Gauld  
_Hillside Primary School, Reading_  
2017

Mrs M. Hernandez Estrada  
_Slough Grammar School_  
2017

Mrs V. Houdley  
_The Downs School, Newbury_  
2017

Mr C. House  
_Dove House School, Basingstoke_  
2017

Mr P. Lewis  
_Bulmershe School, Woodley_  
2017

Mr A.J. Linnell  
_Desborough School_  
2017

Vacancy  
_The Emmbrook School, Woodley_  
2014

Ms T. Opalko  
_St Edmund Campion Primary_  
2017

Mr D.J. Ramsden  
_Little Heath School, Tilehurst_  
2017

Ms B.E. Stanley  
_Abbey School, Reading_  
2017

Vacancy  
_Maiden Erlegh School_  
2014

Mr N. Williams  
_Leighton Park School, Reading_  
2017

Mrs K. Winrow  
_Ranelagh School, Bracknell_  
2017

Mrs H. Winter  
_The Piggot School, Wargrave_  
2017

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

Professor J.R.L. Allen  
Dr. I. Arnold  
Sir John Armitt  
Professor J. Beer  

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

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

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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr T. Bartlam</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Mr T. Beardmore-Gray</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Lord Crisp</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Mr R. Dwyer (Vice-President of Council)</td>
<td>31.12.2015</td>
</tr>
<tr>
<td>Mrs P. Egan</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>Dr P.A. Erskine</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Mr R.E.R. Evans</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Mr C.C. Fisher (President of the Council)</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Dame Moira Gibb</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Mr S. Hawker</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Mrs K. Owen</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>Mr H.W.A. Palmer QC</td>
<td>31.7.2017</td>
</tr>
<tr>
<td>Dr P.R. Preston</td>
<td>31.7.2019</td>
</tr>
<tr>
<td>Mr S.C.C. Pryce</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Dr B. Rawal</td>
<td>31.12.2018</td>
</tr>
<tr>
<td>Mr S.P. Sherman</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Ms S. Webber</td>
<td>31.7.2018</td>
</tr>
<tr>
<td>Ms S.M. Woodman (Vice-President of Council)</td>
<td>31.7.2017</td>
</tr>
</tbody>
</table>

Class 3: The Deans of the Faculties

<table>
<thead>
<tr>
<th>Name</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor M.J. Almond</td>
<td>Arts, Humanities and Social Science</td>
</tr>
<tr>
<td>Professor J. Board</td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Professor R.H. Ellis</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Professor B. Cosh</td>
<td>Science</td>
</tr>
</tbody>
</table>

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

Professor S.F. Walker 31.7.2017

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 O. Kennedy  
31.7.2017

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 M. Martin  
31.7.2017

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

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

Alternates

Community and Development Officer of the Students’ Union  
Student Engagement Officer of the Students’ Union

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

Ex officio

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

Deans

Professor M.J. Almond
Professor J. Board
Professor R.H. Ellis
Professor B. Cosh
Professor D.C. Berry

Arts, Humanities and Social Science
Henley Business School
Life Sciences
Science
Postgraduate Research Studies

The Faculty Directors of Research

Professor M.J. Almond
Professor V.A. Gibson
Professor R.H. Ellis
Professor B. Cosh

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

The Research Deans

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

Environment
Food
Health
Heritage and Creativity
Prosperity and Resilience

Teaching and Learning Deans

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

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

(for 2015-16)

The Heads of the Schools

Professor A.R. Bell
Professor J.C. Bignell

ICMA Centre
Arts and Communication
Design

31.7.2016
31.7.2016
Dr N.P. Branch  Archaeology, Geography and Environmental Science 31.7.2019
Professor S. Brea  Law 31.7.2018
Professor S.N. Chandler-Wilde  Mathematical and Physical Sciences 31.7.2016
Professor A.J. Donnell  Literature and Languages 31.7.2017
Professor M.D.E. Fellowes  Biological Sciences 31.7.2018
Professor A. Godley  Leadership, Organisations and Behaviour 31.7.2019
Professor S.D. Green  Built Environment 31.7.2018
Mrs C. Hughes  Real Estate and Planning 31.7.2019
Professor N. Kakabadse  Marketing and Reputation 31.7.2019
Professor U. Kambhampati  Politics, Economics and International Relations 31.7.2019
Professor J.R. Park  Agriculture, Policy and Development 31.7.2018
Professor R. Richards  International Study and Language Institute 31.7.2017
Professor V. Ruiz  Systems Engineering 31.7.2018
Professor P.J. Stratton-Lake  Humanities 31.7.2017
Dr C. Tissot  Institute of Education 31.7.2019
Professor J. Walker  International Business and Strategy 31.7.2019
Professor P. Yaqoob  Chemistry, Food and Pharmacy 31.7.2019

One person other than the Head of School elected by and from amongst the members of the Academic Staff in that School. Each member so elected shall hold office for three years and shall be re-eligible.

Dr M. Ambaum  Mathematical and Physical Sciences 31.7.2016
Dr C. Becker  Literature and Languages 31.7.2018
Dr L. Bennett  Law 31.7.2017
Professor R.A. Frazier  Chemistry, Food and Pharmacy 31.7.2016
Professor S. Graham  Institute of Education 31.7.2017
Mr B. Howell  International Study and Language Institute 31.7.2016
Professor P. Luna  Arts and Communication Design 31.7.2016
Dr E. Mayhew  Politics, Economics and International Relations 31.7.2017
Dr L. McCuffin  Biological Sciences 31.7.2016
Dr E. McSorley  Psychology and Clinical Language Sciences 31.7.2018
Dr S. Musson  Archaeology, Geography and Environmental Science 31.7.2016
Professor H. Parish  Humanities 31.7.2017
Dr B. Potter  Systems Engineering 31.7.2016
Mrs E. Rigby  Henley Business School 31.7.2016
Dr L. Schweber  Built Environment 31.7.2016
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.

Professor P. Glaister  31.7.2016
Professor P. Kruschwitz  31.7.2017
Professor A. Marzano  31.7.2017
Professor R. Matthews  31.7.2016
Professor G. Razzu  31.7.2016
Professor D. Stack  31.7.2016
Professor S.F. Walker  31.7.2017
Five vacancies  31.7.2018

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.

Dr K. Ayres  31.7.2016
Dr I. Bland  31.7.2018
Dr J. Creighton  31.7.2016
Ms. C. Duckett  31.7.2017
Dr C. Fuller  31.7.2017
Dr R.J. Harris  31.7.2018
Dr P. Hatcher  31.7.2018
Dr D.J. Lamport  31.7.2016
Dr M. Nicholls  31.7.2018
Dr D. Powell  31.7.2017
Dr C.J. Smith  31.7.2018
Dr C. Steel  31.7.2018

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

The President of the Students’ Union  7.2016
The Education Officer  7.2016
The Welfare Officer  7.2016
The Student Engagement Officer  7.2016
The Community and Development Officer  7.2016

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.
Miss D. Robinson  
Mr S. Chaher  
Ms P. Oppenheimer  
Mr E. White  

Arts, Humanities and Social Science  
Henley Business School  
Life Sciences  
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 T.A. Downes  

31.7.2017

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

The Chief Operating Officer and the Chief Strategy Officer and University Secretary have a right of attendance at meetings of the Senate.
Teaching and Learning

University Board for Teaching and Learning

Ex officio

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

Teaching and Learning Deans

Dr D.M. Carter
Professor C.L. Furneaux
Professor R. Gibbard
Dr E. McCrum
Dr O.B. Kennedy (Dr A. Callaghan from 01.06.2015 - 30.05.2016)

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

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

By invitation

Director of Student Development and Access
PA to the Chair

In attendance

Director of Student Development and Access
PA to the Chair

Rights of Attendance

The Deans of the Faculties

(AHSS) Professor M.J. Almond
(HBS) Professor V.A. Gibson (vice the Dean)
(LS) Professor R.H. Ellis
(S) Professor B. Cosh

The Director of the Careers, Placement and Experience Centre
Terms of Reference

1. Subject to the authority of the Senate and in accordance with the Strategy for Learning and Teaching to develop, regulate and co-ordinate all teaching and related study in the University, with particular reference to matters relating to quality assurance and the student experience;
2. To implement the T&L Strategy as recommended by the Teaching and Learning Strategy Board (TLSB);
3. To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate;
4. To articulate with Faculty Boards for Teaching and Learning (AY 2015-16) and with School Boards for Teaching and Learning (AY 2016-17 onwards);
5. The Board shall report to the Senate of the University, the Teaching and Learning Strategy Board (TLSB) and School Boards for T&L (after the loss of Faculty Board for T&L at the end of 2015-16). UBTL will report, by exception, to the University Executive Board (UEB).

Teaching and Learning Strategy Board

Ex officio

Pro-Vice-Chancellor (Teaching and Learning) (Chair)  Professor G. Brooks
The Teaching and Learning Deans  Dr D.M. Carter
Professor C.L. Furneaux
Professor R. Gibbard
Dr E. McCrum
Dr O.B. Kennedy (Dr A. Callaghan from 1.6.2015 to 31.5.2016)

Chief Strategy Officer and University Secretary T&L Strategic Projects Manager

Professor G. Brooks  Dr R.J. Messer
Ms C. Coleman

In Attendance

Mrs C. Isherwood, PA to the PVC Teaching & Learning

Secretary  Mr K.H.S. Swanson

The Teaching and Learning Strategy Board will meet fortnightly, alternating between formal and informal sessions. Other colleagues will be invited to attend meetings for specific items as appropriate.
**Terms of Reference:**

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

**University Programmes Board**

*Ex officio*

- Teaching and Learning Dean (International)  
  Professor R. Gibbard *(Chair)*
- The other four Teaching & Learning Deans  
  Dr D.M. Carter  
  Professor C.L. Furneaux  
  Dr E. McCrum  
  Dr O.B. Kennedy *(Dr A. Callaghan from 1.6.2015 to 31.5.2016)*  
- Pro-Vice-Chancellor (Global Engagement)  
  Mr V. Raimo  
- Director of CQSD  
  Mr K.H.S. Swanson  
- Director of Admissions  
  Mr J.H. Ackroyd  
- A representative from Marketing Communication and Engagement  
  Ms R. Collier

**Secretary:** Mr R.J. Sandford

**Terms of Reference**

1. To take a strategic oversight of new programme proposals and to refer such proposals to the Teaching and Learning Strategy Board for advice when necessary;
2. To receive and consider reports from new programme scrutiny panels;
3. To approve the academic and business case elements of new programme proposals, and make associated recommendations to UBTL;
4. To monitor and review newly approved programmes two years after their introduction;
5. To review the performance of existing programmes on a regular basis as deemed appropriate using, inter alia, the UG and PGT criteria Toolkits;
6. To approve programme withdrawals;
7. To review the current programme approval process and make recommendations for alterations as necessary;
8. To give advice and guidance on new and nascent programme proposals, including those involving international collaborations and at the MoU approval stage;
9. To report to UBTL and the Global Engagement Strategy Board and to TLSB, as necessary.

**Recruitment and Admissions Steering Group**

Pro-Vice-Chancellor (Teaching and Learning) *(Chair)*  Professor G. Brooks
Pro-Vice-Chancellor (Academic Planning and Resource)  Professor R. Van de Noort
Chief Strategy Office and University Secretary  Dr R.J. Messer

The Teaching and Learning Deans  Dr D.M. Carter
Professor C.L. Furneaux
Professor R. Gibbard
Dr E. McCrum
Dr A. Callaghan (Dr O.B. Kennedy from 01.06.2016)

Dean of Postgraduate Research Studies  Professor D.C. Berry
Director of Academic and Student Services  Mrs A. Cheshire
Head of Admissions  Mr J.H. Ackroyd
Head of Engagement and External Relations  Ms R. Collier
Head of Reading International Office  Mrs S. Myles
RUSU Engagement and Communication Officer

**Secretary:**  Mr J. Stock (appointed by the University Secretary)

**Terms of Reference:**

1. To monitor admissions statistics during the recruitment and admissions cycle, provide Heads of School with timely information where agreed student number targets are projected to be missed, and to determine any significant in-year changes to recruitment or admissions approach following consultation with the relevant Head(s) of School;
2. To consider recommendations on, and formally approve, entry standards for all
undergraduate and post-graduate programmes, and English Language requirements for non-UK students, including incoming Study Abroad and ERASMUS students;

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

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

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

Sub-Committee on Delivery and Enhancement of Learning and Teaching

The Teaching and Learning Deans (of whom two will act as Joint Chair) Dr D.M. Carter and Dr E. McCrum
The President of the Students’ Union Dr P.E. Woodman
The Education Officer of the Students’ Union Professor D.C. Berry
Director of Student Development and Access Professor V.A. Gibson
Dean of Postgraduate Research Studies Ms H. Hathaway
Chair of the Committee on Teaching and Learning Facilities (alternate: Mrs J.H. Munro)
Head of Academic Liaison and Support, University Library Mr J. Leary
Dr K. Ayres (alternate: Dr H.J. McGoff)
Mrs G. Kilner (alternate: Dr C. Padgett)
Dr E. Mayhew (alternate: Dr L. Purse)
Professor J.E. Setter (alternate: Dr M. Nicholls)
Dr K. Strohfeldt (alternate: Dr A. Culham)

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

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

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

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

Terms of Reference:

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

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

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

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

Sub-Committee on Student Experience and Support

Two Teaching and Learning Deans (whom will act as Joint Chair) Professor C.L. Furneaux and Dr A. Callaghan

President of the Students’ Union

Engagement and Communication Officer of the Students’ Union

Welfare Officer of the Students’ Union

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

Director of Student Support and Operation Services Ms J. Poulton

Head of Student and Academic Services, UoRM Mrs B. Edwards

Director of Careers, Placement and Experience Centre Ms L. Froud (alternate: Ms E. Sowdon)

Head of Student Wellbeing Services Dr A. Peña

Head of Wardens TBC

Student Resident Liaison Manager Ms K.L. Jackson (alternate: Ms K.L. Thomas)

The University Chaplain and Chaplaincy Team Coordinator Revd M.D. Laynesmith

No fewer than two School Directors of Teaching and Learning
Dr E. Mayhew  
To be confirmed

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

Professor R. Mitchell  
Dr H. Bilton

Rights of Attendance

The Pro-Vice-Chancellor (Teaching and Learning)

Secretary: Ms D. Doyle

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

Terms of reference:

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

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

3. The role of the Committee will be:
   a) In recognition of the diversity of our students, to take an institutional overview of the University’s support for students (other than direct academic support) and to identify opportunities to enhance this support;
   b) To discuss matters relating to employability and the full range of co-curricular development activities provided by the University;
   c) To advise the Director of Careers, Placement and Experience Centre (CPEC) on matters of strategy and policy and to steer the University’s student development activities in furtherance of the University’s Learning and Teaching Strategy and priorities;
   d) To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development and employability activities in terms of a student’s personal, academic and career development;
   e) To monitor activities and data relating to both the student experience and support for students and report on matters which could impede delivery of the University’s objectives.
Sub-Committee on Teaching and Learning Facilities

Chair

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

Ex officio

The Pro-Vice-Chancellor (Teaching and Learning)

Representatives from Faculties

TBC  English Language and Literature  AHSS
Mrs H. Bilton  Education  AHSS
Dr P. Major  History  AHSS
TBC  Economics  AHSS
Dr E. Fenton  Leadership, Organisations and Behaviour  HBS
Dr G. Schafer  Psychology and Clinical Language Sciences  LS
Mr N.F. Beard (alternate Ms R. Jerrome)  Agriculture, Policy and Development  LS
Mrs C. Duckett  Construction Management and Engineering  S

Representatives from Service Departments

Ms M.A. Misselbrook  Finance and Corporate Services
Mr J. Leary  IT
Mr A. Lawrence (alternate: Ms H. Bampton)  IT
Mrs F. Donovan  Commercial Services, Estates & Facilities
Ms M-C. Papaefthimiou  Senior TEL Advisor, CQSD
Mrs J.L. Pich  Director of Estates & Facilities
Mr D.J. Wallace  Strategy and Space Management Director
Ms J. Pendleton  Central Room Bookings and Timetabling
Mr M.R. Evans  Projects Director
Mr L.J.T. Cruickshank  Environment and Sustainability Manager
Mr P. Johnson  Library and Collections Services
Mrs L. Virtue  Campus Services Director

Representative from the Students’ Union

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

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

University Board for Research and Innovation

Ex officio

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

The Research Deans

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

The Faculty Directors of Research

Professor M.J. Almond Arts, Humanities and Social Science
Professor V.A. Gibson Henley Business School
Professor R.H. Ellis Life Sciences
Professor B. Cosh Science

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

A Dean for Diversity & Inclusion Professor E.J. Highwood

The Head of Enterprise Mr A. Carlin

Head of Research Services Dr A-M. Van Dodeweerd

Head of Finance and Planning Mrs S.L. Bartlett

Chair of the Research Staff Committee Dr A.J. Champion

A representative from the postgraduate research student community TBC

Five members of academic staff TBC

Secretary Dr N.E. Helsby (appointed by the University Secretary)
Terms of reference:

1. To monitor the effectiveness of the 2020 Research Plan and its progress towards achievement of its key performance indicators;
2. To monitor the development of the research themes and achievement of their strategic objectives;
3. To support and monitor the development of interdisciplinary activity across research themes and with external collaborations;
4. To approve major policy decisions and expenditure against University annual and recurrent research and innovations funds, and ensure that such funds are allocated in an effective manner;
5. To support and monitor implementation of PGR recruitment strategies and development of an excellent research and training environment;
6. To support the development of all researchers, ensuring appropriate implementation of the Concordat;
7. To maintain oversight of the activities of its reporting committees, and undertake and advisory role as appropriate;

University Research Committee

Ex officio

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

The Research Deans

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

Health
Heritage & Creativity
Prosperity & Resilience
Environment
Food

The Dean for Postgraduate Research Studies

Professor D.C. Berry

The 2020 Research Plan Project Manager

TBC

Secretary

To be appointed by the University Secretary

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

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

Committee on Innovation and Knowledge Exchange

Chair  The Pro-Vice-Chancellor (Research and Innovation)  Mr C. McKinnon
The Chief Executive of the Institute for Environmental Analytics  Mr C. McKinnon
Director of Science (or equivalent) from AIMS  Professor J.R. Tiffin

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

<table>
<thead>
<tr>
<th>Theme</th>
<th>Member</th>
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<tbody>
<tr>
<td>Health</td>
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<tr>
<td>Heritage &amp; Creativity</td>
<td>To be confirmed</td>
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<tr>
<td>Prosperity &amp; Resilience</td>
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<tr>
<td>Environment</td>
<td>To be confirmed</td>
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<tr>
<td>Food</td>
<td>To be confirmed</td>
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Head of Knowledge Transfer Programmes  Dr S.T. Matos
Director of the Thames Valley Science Park  Dr D.J. Gillham
Deputy Dean, Henley Business School  Professor V.A. Gibson
Head of Enterprise Services  Mr A.P. Carlin
Associate Director of Principal Gifts  Ms H. Spicer
Terms of Reference

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

Committee on Research Infrastructure

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

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

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

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

The Research Deans or their nominees

Professor A.C. Williams Health

Professor R. Gilchrist Heritage & Creativity

Professor D. Zaum Prosperity & Resilience

Dr P. Newton Environment

Professor R. Bennett Food

A Senior Management Accountant Mrs E.J. Firth

Director of Estates and Facilities Ms J.L. Pich
Terms of Reference

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

Research Travel Grant Sub-Committee

Dr B. Whalley (Chair)
Dr M. Dyson

Secretary Ms L.M. Davies (appointed by the University Secretary)

Terms of reference:

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

   (a) All academic staff paid from whatever source;
   (b) Other members of staff on Research and Analogous staff salary scale except for those employed by bodies that already contain provision for attendance at conferences;
   (c) Research students funded by the University (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 M.J. Almond (Chair)

Heads of Schools of the Faculty

Professor J.C. Bignell  School of Arts and Communication Design  31.7.2016
Dr C. Tissot  Institute of Education  31.7.2018
Professor R. Richards  International Study and Language Institute  31.7.2017
Professor P.J. Stratton-Lake  School of Humanities  31.7.2018
Professor S.C. Breau  School of Law  31.7.2018
Professor A.J. Donnell  School of Literature and Languages  31.7.2016
Professor U. Kambhampati  School of Politics, Economics and International Relations  31.7.2018

The Director of Research of the Faculty

Professor M.J. Almond  31.7.2016

The Research Deans

Professor R. Gilchrist (Heritage & Creativity)  31.7.2018
Professor D. Zaum (Prosperity & Resilience)  31.7.2018

The Teaching and Learning Deans

Dr D.M. Carter  31.7.2018
Professor C.L. Furneaux  31.7.2018

Standing Invitation

Mrs N. Easton, Deputy Faculty Manager, Joint Faculties Office

Secretary

Ms. A. Chatterjee (appointed by the University Secretary)
Faculty Board for Research in Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor

Professor S.J. Mithen

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

Professor M.J. Almond (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 E. Taylor  School of Arts and Communication Design
Professor S.J. Graham  Institute of Education
School of Humanities
Professor P.J. Almond  School of Law
Professor C. Leglu  School of Literature and Languages
Professor C. McKinnon  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  Research and Enterprise Development Manager

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

Two Vacancies

Secretary  Mrs N. Easton (appointed by the University Secretary)

Standing Invitations

Dr D.M. Carter  Associate Dean (Teaching and Learning)
Mr G. Roberts  Faculty Library Representative
Ms H. Taylor  Faculty Manager
Ms K. Webb and Revd G. Connell  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 Teaching and Learning Deans as may be assigned to the Board by Senate

Dr D.M. Carter (co-Chair) 31.7.2016
Professor C.L. Furneaux (co-Chair) 31.7.2016
Professor M. J. Almond 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 R.J. Harris  Institute of Education
Dr A.M. Nader  International Study and Language Institute
Dr R.A.C. Rist  School of Humanities
Dr L.J. Bennett  School of Law
Dr N. King  School of Literature and Languages
Dr E.A. Mayhew  School of Politics, Economics and International Relations

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

Vacancy

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

Four vacancies

Secretary  Ms L. Tomlinson (appointed by the University Secretary)

Standing Invitations

Ms J. Collier  A representative from the Centre for the Development of Teaching and Learning
Ms J. Mortimer  Faculty IT representative
Ms K. Webb  Faculty Library representatives
Ms H. Taylor  Faculty Manager
Dr K. Shahabudin  A Study Advisor
Terms of Reference:

1. There shall be so many Faculty Boards for Teaching and Learning as may be determined by the Senate which shall

   a) subject to the authority of the University Board for Teaching and Learning regulate and co-ordinate all aspects of teaching and study involving those Schools assigned to the Board by the Senate for this purpose implement locally the strategy for learning and teaching respond to relevant External Examiners and outside agencies consider proposals for new degrees and programme specifications and for changes to programme specifications from Boards of Study and Schools

   b) make recommendations to the University Board for Teaching and Learning

   c) provide reports for and receive reports from the relevant Board of Boards of the Faculties in regard to matters of policy and resource as they relate to teaching and learning

   d) recommend to the Senate Examiners for appointment.
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 J.T. Walker
International Business and Strategy
Professor A.C. Godley
Leadership, Organisations and Behaviour
Professor N. Kakabadse
Marketing and Reputation
Mrs C. Hughes
Real Estate and Planning

The Director of Research

Professor V.A. Gibson

A Teaching and Learning Dean

Professor R. Gibbard

Secretary
Mr D.A. Stannard (appointed by the University Secretary)

Standing Invitations

Professor V.A. Gibson
The Deputy Dean
Professor A.R. Bell
The Associate Dean (International)
Dr M. Bicknell
The School Director of Teaching and Learning
Dr C.A. Padgett
Head of Undergraduate Programmes
Mrs G. Kilner
Head of Pre-experience Postgraduate Programmes
Dr R. McBain
Head of Post-experience Postgraduate Programmes
Dr A. Dufour
Head of Postgraduate Research Programmes
Mr S. Ludlow
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
Mr N. Logan
The Director, Henley Business School, Hong Kong/Singapore

Mr D.C.L. Savage
Chief Operating Officer
Mr L. Temple
Finance Manager, Henley Business School
Miss K. Donaldson
The Human Resources Partner
Mr S. Williams
The Director of Strategic Marketing
tbc
Director of Development and Alumni Relations
Board for Research of the Henley Business School

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor Professor S.J. Mithen

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 J. Atkins Business Informatics, Systems and Accounting
Professor C. Sutcliffe ICMA Centre
Professor R. Narula International Business and Strategy
tbc Leadership, Organisations and Behaviour
Professor K. Money Marketing and Reputation
Professor K. Pain Real Estate and Planning

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

Dr A. Dufour

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

Standing Invitations

Mr D.A. Stannard Faculty Director of Administration
Dr H. Glenn A representative of Research and Enterprise
Mr M.R. Morbey Library Research Support Co-ordinator

Secretary Mrs Z. Bourne (appointed by the University Secretary)

Terms of Reference:

1. Subject to the authority of the University Board for Research and Innovation, 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 and Innovation.

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 Teaching and Learning Deans as may be assigned to the Board by Senate*

Professor R. Gibbard
Professor V.A. Gibson
Dr M. Bicknell *(Chair)*

*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*

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Mr N. Spinks</td>
<td>Business Informatics, Systems and Accounting</td>
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<tr>
<td>tbc</td>
<td>ICMA Centre</td>
</tr>
<tr>
<td>Dr L.A. Newton</td>
<td>International Business and Strategy</td>
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<td>Leadership, Organisations and Behaviour</td>
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<tr>
<td>Dr A. Dibley</td>
<td>Marketing and Reputation</td>
</tr>
<tr>
<td>Dr A. Chettiparambil Rajan</td>
<td>Real Estate and Planning</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Mr C.A. Padgett</td>
<td>Head of Undergraduate Programmes</td>
</tr>
<tr>
<td>Mrs G. Kilner</td>
<td>Head of Pre-experience Postgraduate Programmes</td>
</tr>
<tr>
<td>Dr R. McBain</td>
<td>Head of Post-experience Postgraduate Programmes</td>
</tr>
<tr>
<td>Dr A. Dufour</td>
<td>Head of Postgraduate Research Programmes</td>
</tr>
</tbody>
</table>
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

Mr S. Chaher
Mr T. Sanders

Secretary Mrs Z. Bourne (appointed by the University Secretary)

Standing Invitations

Mr D.A. Stannard Faculty Director of Administration
Ms L. Froud The Director of Careers and Employability Services
Mrs N. Pasha Head of Careers
Revd G. Connell The Faculty Library Team Manager
Mr K.H.S. Swanson The Director of the Centre for Quality Support and Development
Mrs A. Fava-Verde A representative of the International Study and Language Institute
Mr K. Wong A representative of IT
Mr J. Ackroyd University Head of Admissions
Mr A. Keeble The Senior Admissions Manager
Dr A.C. Crook A representative of the Centre for the Development of Teaching and Learning
Mrs A.M. Frank The Head of Programme Administration
Ms S. Hood Study Advisor
Mr F. Müller A representative of the International Partner Network

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 J.R. Park Agriculture, Policy and Development 31.7.2018
Professor M.D.E. Fellowes Biological Sciences 31.7.2018
Professor P. Yaqoob Chemistry, Food and Pharmacy 31.7.2018

The Director of Research of the Faculty

Professor R.H. Ellis 31.7.2016

The Research Deans

Professor A. Williams (Health) 31.7.2016
Professor R. Bennett (Food) 31.7.2016

The Teaching and Learning Dean

Dr A. Callaghan 31.7.2016

Standing Invitation

Mrs N. Easton, Deputy Faculty Manager, Joint Faculties Office 31.7.2016

Secretary Ms A. Chatterjee (appointed by the University Secretary)

Terms of Reference:

There shall be a Management Board of the Faculty for each of the several Faculties which shall:

(a) Propose to the Senate and to the University Executive Board measures for the advancement and extension of the work of the Faculty;

(b) Deal with any matters referred or delegated to it by the Senate or by the University Executive Board;

(c) Discuss any matter within the purview of the Faculty;
(d) Elect together with the School Directors of Research of the Faculty and the School Directors of Teaching and Learning of the Faculty a Dean of the Faculty from among the full-time Professors, Readers, Senior Lecturers and Lecturers of the University;

(e) Report to and comment to the Senate, the University Boards, the other Faculty Boards and the University Executive Board upon reports received from the relevant Faculty Boards for Teaching and Learning on matters of policy in relation to teaching and learning, and the relevant Faculty Boards for Research on matters of policy in relation to research.

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

Professor R.H. Ellis 31.7.2016
Professor B. Cosh 31.7.2016
Dr O.B. Kennedy / Dr A. Callaghan 31.7.2016
(for 2015-16) (joint-chair)
Dr E.M. McCrum (joint-chair) 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 R.M. Jerrome Agriculture, Policy and Development
Dr A. Callaghan Biological Sciences
Dr R. Green Chemistry, Food and Pharmacy
Dr T.J. Lees and Mrs C. Duckett Built Environment
Professor S. Musson Archaeology, Geography and Environmental Science
Dr R. Plant Mathematical and Physical Sciences
Dr T. Loucas Psychology and Clinical Language Sciences
Dr J. Bowen Systems Engineering

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 Quality Support and Development
Dr M. Reid University Study Adviser
One member drawn from a School not otherwise represented on the Board

A Representative from the College of Estate Management

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

Vacancy
Vacancy

Standing Invitations

Mrs T. Lyden  Careers, Placement and Experience Centre
Ms H. Hathaway  Faculty Team Managers, University Library
and Mr T. Chapman
Dr I.M. Bland and  IT
Mr R.J. Kennedy

Secretary  Ms R.L.K. Brown (appointed by the University Secretary)
Management Board of the Faculty of Science

Ex officio

The Vice-Chancellor
The Dean

Professor B. Cosh (Chair)

The Head of Schools of the Faculty

Professor S.D. Green  Built Environment  31.7.2018
Professor R.L. Gilchrist  Archaeology, Geography and Environmental Science  31.7.2015
Professor V.F. Ruiz  Systems Engineering  31.7.2016
Professor S.N. Chandler-Wilde  Mathematical and Physical Sciences  31.7.2016

The Director of Research of the Faculty

Professor B. Cosh  31.7.2015

The Teaching and Learning Dean

Dr O.B. Kennedy  31.7.2014

Secretary

Ms A. Chatterjee (appointed by the University Secretary)

Faculty Board for Research in the Sciences

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor

Professor S. J. Mithen

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 B. Cosh (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

To be confirmed  Agriculture, Policy and Development
Professor P. Knight  Biological Sciences
To be confirmed  Chemistry, Food and Pharmacy
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 K. Smith  
Dr N. Crawford  
Dr M. Phillips

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  
Mrs N. Easton (appointed by the University Secretary)

Standing Invitations

Ms H. Hathaway  
Dr H. Prior  
Dr A.M. van Dodeweerd  
Dr A. Webb  
Ms L. Firth

Faculty Team Manager, University Library  
Research and Enterprise Services  
Research and Enterprise Development  
Research and Enterprise Development  
Research and Enterprise Development
Standing Committee on Academic Engagement and Fitness to Study

The Deputy Vice-Chancellor or Pro-Vice-Chancellor
One Teaching and Learning Dean 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 Ms H. Taylor (appointed by the University Secretary)

Terms of Reference:

Terms of reference for the Standing Committee on Academic Engagement and Fitness to Study can be found at http://www.reading.ac.uk/web/FILES/qualitysupport/academicengagement_fitnessstostudy.pdf

Standing Committee of Academic Misconduct

Ex officio

Professor D.C. Berry (Chair) 31.7.2018

The Deans and the Teaching and Learning Deans, two of whom shall normally be selected by the Chair to serve at each meeting, subject to the proviso that a Teaching and Learning Dean should not normally hear a case which he or she has referred, and a Sabbatical Officer of the Students’ Union.

Secretary Ms H. Dent (appointed by the University Secretary)

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 the Senate

Appointments Committee

Ex officio

The President of the Council Mr C.C. Fisher (Chair)
The Vice-Chancellor
One Pro-Vice-Chancellor Professor G. Brooks 31.7.2019
One Dean Professor B. Cosh 31.7.2016

Four other lay members of Council

Mr R. Dwyer 31.12.2015
Mr S.P. Sherman 31.7.2016
Mr S. Hawker 31.12.2015
Ms S. Woodman 31.7.2017

Two vacancies

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

By invitation

To be determined by the Chair.

Terms of Reference:

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

Ex officio

The President of the Council
The Vice Chancellor

Elected members

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

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

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

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

5. The quorum for meetings of the Appointments Committee (which has eight members of whom five are lay) shall be four members of whom three must be lay.

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

   (a) Non-financial aspects of staffing matters

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

       (i) Committees of Selection;

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

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

   (c) Nominations Committee

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

   (d) Risk

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

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

Ex officio

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

The Heads of Schools and Departments:

- English Language and Literature: Vacancy
- Film, Theatre & Television: Dr J. Gibbs
- Art: Professor S. Clausen
- Typography & Graphic Communication: Professor P. Luna

Four members appointed by the Senate

- Professor P. Robinson: 31.7.2017
- Professor P.M. Miskell: 31.7.2017
- Dr R.S. Garfield: 31.7.2017

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

- Reading Borough Council: Vacancy
- Reading Film Theatre: Mr U.M. Spencer
- Senior Common Room Committee: Dr K. Bicknell

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

- Mrs F.J. Blair
- Mrs R. Ranson

By invitation

Student representatives from relevant Departments and Societies

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

Terms of Reference:

1. To keep under review the buildings and equipment available for Arts activities and to advise on possible developments.
2. To initiate and review such activities relating to the Arts as it deems appropriate.

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

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

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

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

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

Three lay members of the Council

Mr T. Bartlam 31.7.2017
Mr T. Beardmore-Gray (Chair from 01.01.2016) 31.7.2017
Mr S.P. Sherman (Chair) 31.12.2015
Mrs K. Owen from 01.01.2016 to 31.7.2018

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

Mr R. Buller 31.7.2017
Mr S. Hawker from 01.01.2016 to 31.7.2018

Rights of Attendance

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

In attendance

Dr P.R. Preston 31.12.2017
Mr S.P. Sherman from 01.01.2016 to 31.7.2016
Director of Finance and Corporate Services
Head of Internal Audit

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

Terms of Reference:

Constitution

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

Membership

2. The Audit Committee shall comprise

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

   (b) Four other members appointed by the Council at least two of whom to be from among its members.

3. The University Secretary shall be Secretary to the Committee
4. A quorum shall be three members.

Restrictions

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

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

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

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

Attendance at meetings

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

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

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

Frequency of meetings

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

Authority

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

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

**Duties**

11. The duties of the Committee shall be:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Reporting Procedures**

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

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

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

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

**Catering and Hospitality Committee**

*Ex officio*

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Operating Officer</td>
<td>Mr D.C.L. Savage <em>(Chair)</em></td>
<td>31.7.2016</td>
</tr>
<tr>
<td>A Dean</td>
<td>Professor R.H. Ellis</td>
<td></td>
</tr>
</tbody>
</table>

*Four members of the Academic Staff*

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Henley Business School</td>
<td>Professor J. Board</td>
</tr>
<tr>
<td>Halls and Faculty of Arts,</td>
<td>Mr A. Happle</td>
</tr>
<tr>
<td>Humanities and Social Science</td>
<td></td>
</tr>
<tr>
<td>Faculty of Life Sciences</td>
<td>Professor P.M. Riddell</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td><em>Vacancy</em></td>
</tr>
</tbody>
</table>

It has been agreed that, because of the potential overlap of interest between Halls and Central Catering, one of the members of academic staff should also be an active member of Halls staff, representing both Halls and their own Faculty.

**The President of the Student’s Union (or the Welfare Officer)**

*In attendance*

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

Management Accountant

Mr L.F. Beck

Secretary

Ms L.M. Davies (appointed by the University Secretary)

Terms of Reference:

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

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

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

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

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

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

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

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


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

- Lord Crisp
- Mrs S. Webber

Substitute members in order of substitution

- Mr H.W.A. Palmer QC
- Dame Moira Gibb
- Mr T. Bartlam
- Mr S.P. Sherman

Secretary: The University Secretary

Discipline: Standing Disciplinary Committee

Ex officio

The Vice-Chancellor (Chair)
(alternate: Professor R.H. Ellis) (31.7.2016)

Appointed by Council

- Dr J.D. Wilkins
  (alternate: Dr P.R. Preston)

Appointed by Senate

- Dr E.M. Page
- Professor R.S. Sherratt

Alternates
- Dr P.J. Almond
- Dr C. Padgett
- Mr A.J. Doak
- Mrs G. Kilner
- Dr M.J. Proven

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

The Welfare Officer of the Students’ Union

Secretary: The University Secretary (for whom Ms H. Dent acts)
Reports to Senate and Council

Diversity and Inclusion Strategy Group

Chair appointed by the University Executive Board

- Professor D.C. Berry
- Dean of the Faculty of Life Sciences
- Professor R.H. Ellis
- Dean of the Faculty of Science
- Professor B. Cosh
- Deputy Dean of Henley Business School
- Professor V.A. Gibson
- Associate Dean for Teaching and Learning
- Dr D.M. Carter
- Two Heads of School
- Professor R. Gilchrist
- Two Representatives from Services
- Dr A. Ghobadian
- Director of Student Development and Access
- Mrs J.L. Pich
- Assistant Director of Human Resources
- Mr C. Heymann
- A Sabbatical Officer of the Students’ Union
- Dr P.E Woodman
- Vacancy

Secretary
Miss A. Parmar (appointed by the University Secretary)

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

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

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

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

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

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

6. Working with external organisations and other universities to identify best practise and shape the strategic agenda.
7. The Group reports directly to University Executive Board when necessary, and will alert Staffing Committee and the University Board of Teaching and Learning to matters of relevance.

Enterprise Centre Committee

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

Secretary: Dr I. Evans

Terms of Reference

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

Environment and Sustainability Committee

Ex officio

A member of Academic Staff appointed by the University Executive Board (Chair) Professor S.D. Green
The Community and Development Officer of the Students’ Union Mr B. Cooper
A representative from the Students’ Union Vacancy
The Director of Estates and Facilities, Head of Function Mr C. Robbins
The Chief Operating Officer or his nominee Mr L.F. Beck
Estates and Facilities Director Mrs J.L. Pich
Campus Services Director of their nominee Mrs L. Virtue
Catering, Hotel and Conference Services Director Mr M. White
Communications Manager, Marketing and Communication Vacancy

Right of attendance

A representative from the Environmental Champions Vacancy (alternate Ms D. Doyle)
A representative from Greenslands Campus Vacancy
A representative from Health and Safety Services Mrs M.E. Simpson
A representative from the Library Mr R. Hunter
A representative from London Road Dr B. Billingsley
A representative from Procurement Mr J. Stedeford
A representative from the Whiteknights Campus Dr E.J. Street
To meet once per term.

Terms of Reference:

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

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

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

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

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

Reporting

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

Estates and Facilities Committee

The Pro-Vice-Chancellor (Academic Planning & Resource) [Chair]

The Chief Operating Officer Mr D.C.L. Savage

Dean of Faculty (broadly Arts, Humanities and Social Sciences)
Dean of Faculty (broadly Science)
Head of School  Arts, Humanities and Social Science
Head of School  Henley Business School
Head of School  Life Sciences
Head of School  Science

Representative of Service (Chief Operating Officer’s Group)
Representative of Service (Academic and Governance Services)

The Chair of the Sub-Committee on Teaching and Learning Facilities
The Chair of the Environment and Sustainability Committee

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

Health & Safety Services Director

Two Representatives of the Students’ Union

Right of attendance

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

Co-opted posts:

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

Secretary  Ms L.M. Davies (appointed by the University Secretary)

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

Terms of Reference:

1. To recommend to University Executive Board and Strategy and Finance Committee, develop policy, monitor its implementation, and oversee actions on:

   a. the use of the Estate;
   b. the maintenance of the Estate;
   c. environmental matters, with particular regard to energy and water management, waste management, pollution control, and carbon reduction
   d. transport to, from and on the Estate including parking;
   e. the provision of facilities management services by Estates and Facilities (as delivered by Maintenance, Grounds and Business Services; Campus Services;

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(vi) the provision of facilities management services by Estates and Facilities - as delivered by Maintenance, Grounds and Business Services'; 'Campus Services' and 'Estates Management).

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

3. To oversee the monitoring of key risks that relate to the estate.

4. To manage space generally and allocate space to academic and other departments in the University; to keep this allocation under at least annual review.

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

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

7. To oversee the approve the Planned Maintenance Programme.

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

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

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

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

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

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

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

**Examination Results: Standing Committee**

A Pro-Vice-Chancellor (Mr V. Raimo) *(Chair)*
A Teaching and Learning Dean
A Sabbatical Officer of the Students’ Union
One Professorial and one non-Professorial staff member from each Faculty other than a Dean

Professor D. Brauner  
(alternate: Professor D.S. Oderberg)  
(AHSS)  
31.7.2016

Dr. R. Harris  
(alternate: Dr. R. Foxley)  
(AHSS)  
31.7.2018

Professor P. Miskell  
(alternate: Professor C.M.S. Sutcliffe)  
(HBS)  
31.7.2017

Dr. C. Padgett  
(alternate: Dr. J. Doak)  
(HBS)  
31.7.2018

Professor H.M.I. Osborn  
(alternate: Professor S. Andrews)  
( LS )  
31.7.2016

Dr. E. McSorley  
(alternate: Dr. H. Osbahr)  
( LS )  
31.7.2016

Professor P. Glaister  
(alternate: Professor A. Wade)  
( S )  
31.7.2018

Dr. K. Ayres  
(alternate: Dr. M.E. Lewis)  
( S )  
31.7.2016

Secretary  
Ms. H. Dent (appointed by the University Secretary)

Terms of Reference:

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

Standing Committee on Fitness to Practise

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)  
A Teaching and Learning Dean or a Dean from another Faculty  
A registered member of the relevant profession from within the University who has not previously been involved with the case (should this not be possible, then a second member of senior academic staff, meeting the criteria below, would take this place);  
A Teaching and Learning Dean
or a Dean from another Faculty
A registered member of the relevant profession from outside the University (in the event of a case relating to a student branch campus, the registered member of the profession should be based in the same country);
(in the event of a case relating to a student based at branch campus) the Provost or his/her delegate);
A Sabbatical Officer of the Student’s Union

Secretary    Ms H. Taylor (appointed by the University Secretary)

Terms of reference:
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.

Global Engagement Strategy Board

Chair

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

Ex officio

A Research Dean    to be appointed
Two Teaching and Learning Deans  Dr D. Carter

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

Standing Invitation

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

Secretary    Ms E. Saxon (appointed by the University Secretary)
The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.

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

Terms of reference:

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

The Board will meet once a term.

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

The Board will operate the following Sub-Committees:

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

University Health and Safety Committee

Ex officio

The Deputy Vice-Chancellor (Chair)                                      Professor S.J. Mithen
The Deans of the Faculties                                              Mr D.C.L. Savage
The Chief Operating Officer                                              Mr C. Robbins
The Director of Estates and Facilities                                  Mr J.J. Brady
The Director of Human Resources                                          Mrs J.L. Pich
Estates and Facilities Director                                          Mrs M.E. Simpson
Health and Safety Services Director                                     Mr J.S. Lamburn
The Farms Manager

One student representative

The Welfare Officer of the Student’s Union

One representative of each Trade Union and nominated alternate

Dr F.J. Davis (alternate: vacancy)                                          UCU

One representative Area Health and Safety Co-ordinator
Mr I. May

Representatives for employee safety

Olga Khutoryanskaya 30.9.2017
Walter Dunaj 30.9.2017
Judith Brindley 30.9.2017

Standing Invitations

The Chairs of such Sub-Committees as the Committee may establish
A representative from Occupational Health Ms D. Grout
The Head of Student Wellbeing Services Dr A. Peña-Bizama
The Insurance Officer Mr J.M.B. Fisher
The Biological and Scientific Safety Advisor Dr G. Roberts
The Campus Services Director Mrs L. Virtue

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

Terms of Reference:

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

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

c. Make recommendations for improvement or remedial action to the Strategy and Finance Committee and/or the University Executive Board.

d. Promote effective two-way communications on health & safety between the Officers of the University and Heads of School/Service.

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

Sub-Committee for Biological Safety

Professor J.M. Dunwell (Chair)

Ex officio

The Health and Safety Services Director Mrs M.E. Simpson
The Biological and Scientific Safety Advisor

Dr G. Roberts

Specialist academic members

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

Representatives from Academic Schools carrying out Biological Activities

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

One lay academic member

Dr T. Callus

Secretary

Miss J. Brindley

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

Terms of Reference

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

Key Functions

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

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

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

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

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

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

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

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

Powers of the Sub-Committee

The Sub-Committee can:

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

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

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

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

The Radiation Safety Sub-Committee

Mrs M.E. Simpson (Chair)  Health and Safety Services Director
Dr G. Roberts  The Biological and Scientific Safety Advisor
Mr L. Woodley  H&S Advisor (Lasers)
Dr M. Van Acker  School of Archaeology, Geography and Environmental Science

Dr J. Bowen  School of Systems Engineering
Dr L.A. Crompton  School of Agriculture, Policy and Development
Dr F.J. Davis  School of Chemistry, Food and Pharmacy
Mr S.A. Feist  School of Biological Sciences
Mr S. Gill  School of Mathematical and Physical Sciences
Dr R. Haigh  School of Chemistry, Food and Pharmacy
Mr L. Woodley  Health and Safety Adviser

Right of attendance

Mr R. Collins  The Radiation Protection Advisor  Radman Associates

Secretary  Miss J. Brindley

Terms of Reference:

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

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

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

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

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

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

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

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

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

9. To report via the BSSA to each meeting of the University Health and Safety Committee.

Honorary Degrees: Joint Standing Committee of the Council and Senate

The normal period of tenure is two years.

Ex officio

The Vice-Chancellor (Chair)

Appointed by the Council

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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<tbody>
<tr>
<td>Mr R. Dwyer</td>
<td>31.12.2015</td>
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<tr>
<td>Mr P. Erskine</td>
<td>31.7.2016</td>
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<tr>
<td>Mr C.C. Fisher</td>
<td>31.7.2016</td>
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<tr>
<td>Ms S. Woodman</td>
<td>31.7.2017</td>
</tr>
</tbody>
</table>
Appointed by the Senate

Professor V.A. Gibson  31.7.2016
Professor W. Hayes  31.7.2018
Professor A. Marzano  31.7.2016
Professor J.M. Preston  31.7.2016
Professor K.P. Shine  31.7.2016

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

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 Systems Management Group

Mr D.C.L. Savage (Chair)  Chief Operating Officer
Mr J. Leary  Director of IT
TBC  Head of Business Change
Mr P.A. Southwell  Head of Financial Systems
Mr R. Speight  HR Systems Manager
Dr R.J. Crabtree  Applications Manager, RISIS
Mr S.J. Boon  Head of Maintenance and Business Services
Ms S. Egleton  Head of Systems & Services, Library
Ms V. Holmes  Head of Technology Enhanced Learning
Mr A. Lawrence  Assistant Director of IT (Application & Development Support)

Secretary  Miss E. Saxon

Terms of Reference:

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

2. Where business cases are endorsed by ISMG and estimated project costs are in excess of £250,000 such projects will be referred to UEB for approval, requesting inclusion within the University’s Capital Programme.
3. ISMG will be consulted on proposals to make significant changes or additions to existing IT Policies and Regulations, in advance of approval being sought from UEB and in accordance with policy standards determined by the University Secretary.

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

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

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

International Operations Group

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

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

Terms of Reference:

The International Operations Group will normally meet at least termly. It is intended as an informal group to, inter alia, share updates, help with Global Engagement Strategy coordination and act as an interest group for key professional services Global Engagement Strategy stakeholders. It will also:

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

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

Reporting:

The International Operations Group will report to and receive reports from the Global Engagement Strategy Board.

University of Reading Malaysia Executive Board

Chair

Provost and Chief Executive Officer, UoRM

Professor T.A. Downes

By invitation

Chief Operating Officer, UoRM

Ms P. Sanderson

Head of Estates and Facilities, UoRM

Mr T. Hawkins

Head of Student and Academic Services, UoRM

Ms B. Edwards

Academic Director (Teaching and Learning), UoRM

Dr S. Weston

Academic Director (Research), UoRM

Dr C. Houston-Price

Secretary to be appointed by the Chief Operating Officer, UoRM

University of Reading Malaysia Academic Board

Chair

Provost and Chief Executive Officer, UoRM

Professor T.A. Downes

The Heads of Section

Henley Business School

Dr S. Rose

Foundation and English Language

Ms C. Nukui

Pharmacy

Dr S. Weston

Psychology and Clinical Language Sciences

Dr C. Houston-Price

Law

Mrs A. Vergis

Built Environment

tbc
The Heads of Services

Head of Student and Academic Services, UoRM  Mrs B. Edwards
Head of the Learning Resource Centre, UoRM  Mr T.M. Wong
Quality Support Officer, UoRM   Mrs A. Latif
Student Recruitment and Marketing Manager, UoRM   Mr B. Chan

Two student representatives

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

Right of attendance

Chief Operating Officer  Mr P.M. Osborne

Secretary  Mrs B. Edwards (appointed by the University Secretary)

Rumal Reading Sendirian Berhad Board of Directors

Ex Officio

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

By invitation

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

Secretary:  Ms L.M. Davies
Museum of English Rural Life: Committee for the

The normal period of tenure is three years.

Chair

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

Ex officio

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

Two members appointed by the Senate

Professor M.W. Shaw  School of Agriculture, Policy and Development  31.7.2016
Professor A.J. Donnell  School of Literature and Languages  31.7.2017

Ad Personam

Mr A.E. Palmer  Chair of the Friends of the University  31.7.2016  (4th term)
Mr S. Carter  1.10.2015  (1st term)
Mrs V. Fishburn  31.12.2015  (1st term)
Mr P. Mainds  1.05.2018  (1st term)

By Invitation

Professor H. French  Geography, University of Exeter  1.10.2018  (1st term)
Dr N. Verdon  University of Sheffield Hallam  31.12.2015  (2nd term)

Secretary  Ms S.E. Burgess (appointed by the University Secretary)

Terms of Reference:

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

2. The functions of the Museum shall be:
a) To acquire and manage nationally important collections relating to the countryside and its history.

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

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

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

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

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

b) The Committee shall consist of:

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

(ii) Two members appointed by the Senate

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

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

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

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

6. The Committee shall:

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

b) Recommend operating plans and policies to the Council.

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

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

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

Committee on Museums, Archives and Collections

Chair
Professor A.J. Donnell

Ex officio

A Dean and the Chair of the Beckett International Foundation
Professor M.J. Almond

The Research Dean for Heritage and Creativity
Professor R. Gilchrist

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

The University Librarian
Mrs J.H. Munro

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

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

The Curator of the Cole Museum
Dr. A. Callaghan

The Curator of the Herbarium
Dr A. Culham

The Curator of the Ure Museum
Dr A. Smith

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

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

University Archivist
Mr G. Baxter

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

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

A member of Academic Staff
Dr D. Carter

A member of Academic Staff
Dr A.P. Nash

A member of Academic Staff
Professor J. Bignell

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

A representative of the Special Collections Service Ms. C. Gould
A UMASCS Librarian Ms. F. Melhuish
The Public Programmes Manager Mrs. D. Eade
The Museum Studies Programme Director Dr. R. Smith
The Collections Based Research Programme Director Dr. M. Fleming

Secretary Ms. S.E. Burgess (appointed by the University Secretary)

Terms of Reference:

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

Personal Title of Professor, 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

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

Professor S.C. Breau 31.7.2017
Professor S.D. Green 31.7.2017
Professor J.R. Park 31.7.2016

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

Terms of Reference:

Reports to Council and Senate.

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

**Chair (appointed by the Council)**

Mr R. Dwyer 31.12.2015

**One member appointed by the Senate**

Professor D.C. Berry 31.7.2018
(alternate: Professor H.M.I. Osborn) 31.7.2016

**Ex officio**

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

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

**Terms of Reference:**

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

(a) to reject the appeal; or

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

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

**Appeals against decisions of Faculty Promotions Groups**

The normal period of tenure is three years

**Chair (appointed by Council)**

Dr P.R. Preston 31.7.2017

**Ex officio**
The Deans of the other Faculty Promotions Groups

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

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.

The Planning Group

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

The Deputy Vice-Chancellor
The Pro-Vice-Chancellors
The Chief Strategy Officer and University Secretary
The Chief Operating Officer
The Director of Estates and Facilities
The Director of Planning and Strategy
The Director of Finance and Corporate Services

In attendance

Head of Financial Planning and Analysis Mrs S.L. Bartlett
President of RUSU

Secretary Dr C.A. Moran

Terms of Reference:

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

2. To oversee delivery of the University strategy at School and Service level, through monitoring of performance in the School and Service-level KPIs and report on this to UEB;
3. To approve on behalf of UEB student number targets by School that, if met, will deliver the University’s overall growth target, in terms of number and income;

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

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

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

**Committee on Postgraduate Research Studies**

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

The Faculty Directors of Research

- Professor M.J. Almond  Arts, Humanities and Social Science
- Professor V.A. Gibson  Henley Business School
- Professor R.H. Ellis  Life Sciences
- Professor B. Cosh  Science

By invitation

- An Associate Dean (Teaching and Learning)  Dr O.B. Kennedy
- The Director of Admissions or his nominee  Mr J.H. Ackroyd
- The Director of the International Office or her nominee  Mrs S. Myles
- The Students’ Union Postgraduate part time Officer  Dr N.E. Helsby
- A representative of the Planning Support Office  Mr J.D. Lloyd
- Head of Doctoral Research Office  
- The Education Officer of the Students’ Union  

Secretary  Mr C. Robson (appointed by the University Secretary)

**Terms of Reference:**

1. To oversee Reading’s strategic approach to PGR recruitment and support, ensuring it meets the expectations of HEFCE and the UK Research Councils;
2. To work with Schools / Departments to increase PGR recruitment levels, in line with the University’s overall PGR recruitment target as determined by the Senior Management
Board;
3 To monitor periodically PGR recruitment at competitor institutions, to inform our recruitment targets;
4 To consider how the University might best respond to significant opportunities for increasing PGR numbers, both internationally and within the UK;
5 To oversee the work of the Graduate School in terms of PGR training and support and promotion on PGR matters across the University and more broadly;
6 To oversee the process for the monitoring of progress of all PGR students
7 To consider a range of management information relating to PGR students and to monitor success against internal and external indicators and targets;
8 To oversee the quality management arrangements for all PGR students;
9 To determine and oversee the arrangements for the allocation and award of PGR studentships;
10 To oversee the development of policy relating specifically to PGR students;
11 To report separately on matters of particular relevance to each of the University Board for Teaching & Learning and the University Board for Research & Innovation.

Procurement Board

The Chief Operating Officer (Chair) Mr D.C.L. Savage
The Director of Finance and Corporate Services Ms C.A.B. Wright
Director of Procurement Ms L.M. Jefferies
Lead Category Manager Mr M. McMahon

Representatives from Faculties and Services:
Professor V. Becerra FoS
Dr J. Gibbs FAHSS
Professor V.A. Gibson HBS
Professor A. Williams FLS
Mr R. Hunter AGS
Mr C. Robbins COOG

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

Secretary: Mr J.P. Stock (appointed by the University Secretary)

Terms of Reference:

1 To increase the effectiveness of procurement as a function and provide a greater focus on efficiency improvement and realisation of benefits for the University through the adoption of category management.
To provide visible and effective senior management oversight and governance, with the creation of key gateways within the category cycle, where they review and endorse recommendations from Category Managers with a clear escalation route through to the University Executive Board.

To provide a focus on spend management through category strategies, including reviews and approval of the Procurement Work Programme, individual Category Plans and on strategic contract awards. The Procurement Board would also ensure a robust approach to compliance with category management principles and gateway reviews to track benefits realisation.

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

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

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

Re-Grading Committee

A Pro-Vice-Chancellor (Chair)  
Professor R. Van de Noort

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

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

Estates and Facilities Director  
Ms J.L. Pich

Two Heads of School (or equivalent)  
Professor L.T. Butler & Professor J.C. Bignell

Assistant Director of Human Resources (Advisory Services)  
Mrs C. Rolstone

Secretary  
Miss C.E. Eckett (appointed by the University Secretary)

Appeals against decisions of the Re-Grading Committee
Remuneration Committee

Ex officio

The President of the Council
Mr C.C. Fisher

The Vice-Chancellor
Mr R. Dwyer 31.12.2015

A Vice-President of the Council

Three other lay members of the Council

Mr S. Hawker 31.12.2015
Ms S. Woodman (Chair) 31.7.2017
Mr S.P. Sherman 31.7.2016

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

Terms of Reference:

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

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

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

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

(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.

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

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

**Professorial Salaries Advisory Group**

The Deputy Vice-Chancellor (*Chair*)
The Pro-Vice-Chancellors

*In attendance*
The Deans of the Faculties
One Lay member of the Remuneration Committee  
Mr R. Dwyer  
31.12.2015

*Secretary*  
Miss C. Eckett (Appointed by 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  
31.12.2015

The Director of Human Resources  
Mr J.J. Brady

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

**Research Ethics Committee**

*Eight members appointed by the Senate*

Professor P.J. Almond  
31.7.2016
Dr A. Christakou  
31.7.2018
Dr R. Everitt 31.7.2018
Professor M.A. Gosney 31.7.2017
Dr A.K. Ho 31.7.2018
Professor J.A. Lovegrove 31.7.2018
Dr N. Spinks 31.7.2018
Professor B. Whalley 31.7.2018
Dr J. Wright (Chair) 31.7.2017

Other members appointed by the Research Ethics Committee

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

A representative of the Students’ Union

The Education Officer

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

Terms of Reference:

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

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

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

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

Reports to the Senate.
Risk Management Group

Ex officio

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

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

Professor S.C. Breau  31.7.2018
To be confirmed  31.7.2017

One further member

The Director of Estates and Facilities  Mr C. Robbins

Secretary  Mr. J.P. Stock (appointed by the University Secretary)

Terms of Reference

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

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

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

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

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

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

Ex officio

The Chief Operating Officer (Chair)  Mr D.C.L. Savage
The Director of Estates and Facilities  Mr C. Robbins
The Director of Business Incubation and Knowledge Transfer  Dr D.J. Gilham
The Director of Finance and Corporate Services  Mrs C.A.B. Wright

Secretary  Dr I. Evans

Terms of Reference:

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

Sports Management Committee

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

Three members of Academic Staff

Professor M.J. Almond  31.7.2018
Professor G.R. Gibson  31.7.2018
Dr M.J. Proven  31.7.2016

In attendance

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

Standing Invitation

Head of Physical Education and Sports Leadership Mr T. Macfadyen
(Institute of Education)
A student representative from a sports team

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

Terms of Reference:

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

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

   (i) the level of provision of sport;
   (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 Student Engagement Officer of the Students’ Union.

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

Employer representatives

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

Employee Representatives

- Estates and Facilities Representatives - Rhiannon Vaughan, Tracy Lunn, Michelle Hargreaves, Joanne Dormer
- Chief Operating Officer Representatives (excluding E&F) - Maureen Martin, Rob Sassoon, Vacancy
- Vacancy

Academic Services and Governance
- Faculty of Life Sciences Representatives - Debby Livermore, Jacqui Thijm
- Faculty of Arts, Humanities and Social Sciences - Vacancy

Henley Business School Representatives
- Jessica Bennett
- Vacancy

Faculty of Science Representatives
- Dawn Turner
- Sinead O’Flynn
- Vacancy

Secretary - Rachel Thorns, HR Partner

Terms of Reference:

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

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

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

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

**Staffing Committee**

*Ex officio*

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

**Two Heads of School appointed by the University Executive Board**

- Professor M.E. Fellowes 31.7.2018
- Professor A.R. Bell 31.7.2016

**Two Deans appointed by the University Executive Board**

- Professor M.J. Almond 31.7.2016
- Professor R.H. Ellis 31.7.2016

**One Head of Service appointed by the University Executive Board**

- Dr R.J. Messer 31.7.2016

**Two senior members of the staff of the University appointed by the University Executive Board**
Standing Invitation

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

Terms of Reference:

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

2. To monitor progress towards the Human Resources strategy.

3. To review the effectiveness of current Human Resources procedures.

4. To consider the practical implications of new employment legislation, codes of practice and other national developments.

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

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

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

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

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

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

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

The normal period of tenure is three years.

*Ex officio*

- The President of the Council *(Chair)*: Mr C.C. Fisher
- The Vice-Presidents of the Council: Ms S. Woodman, Mr R. Dwyer (up to 31.12.2015)
- The Vice-Chancellor
- The Deputy Vice-Chancellor
- The Pro-Vice-Chancellors

*Four other lay members of the Council*

- Mr P. Erskine: 31.7.2016
- Mr R.E.R. Evans: 31.7.2017
- Mr H.W.A. Palmer QC: 31.7.2017
- Dr P. Preston: 31.7.2019

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

*In attendance*

- The Chief Operating Officer
- The Director of Finance & Corporate Services

*Terms of Reference:*

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

   *Ex officio*

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

   *Elected Members*

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

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

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

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

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

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

   (a) Finance

   It shall be responsible for:

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

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

(c) Academic and Institutional Plan

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

(d) Services

It shall have responsibility for:

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

(e) Risk

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

(f) Other Matters

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

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

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

Board of Trustees for the University of Reading Employees’ Pension Fund

University Appointed Trustees

Mr T.G. Ford (Chair)
Mr K.N. Hodgson (Vice-Chair)
Mr R. Dwyer to 31.12.2015
Mr S.P. Sherman to 31.7.2016
Mr D.C.L. Savage
Mr J.J. Brady

*Member Nominated Trustees*

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

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

**UREPF Governance Sub-Committee**

Mr K.N. Hodgson *(Chair)*  
Mr T. Ford  
Miss S. May  
Mrs S. Mott

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

**UREPF Investment Sub-Committee**

Mr T.G. Ford *(Chair)*  
Mr R. Dwyer  
Miss S. May  
Mrs S. Mott  
Mr D.C.L. Savage

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

**Board of Trustees for the University of Reading Pension Scheme**

Mr T.G. Ford *(Chair)*  
Two University appointed Trustees  
Mr D.C.L. Savage  
Mr K.N. Hodgson *(Vice-Chair)*  
Miss A. Kaur  
Ms C. Mackenzie

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

**URPF Governance Sub-Committee**

Mr K.N. Hodgson *(Chair)*  
Mr T. Ford
Ms C. Mackenzie  
Miss S. May

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

Investments Committee

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

Mr R.E.R. Evans 31.7.2017

Ex officio

The President of the Council  
The Vice-Chancellor  
The Deputy Vice-Chancellor  
The Chief Operating Officer

Appointed by the Strategy and Finance Committee

Mr T. Bartlam 31.7.2017  
Mr S.C.C. Pryce 31.7.2016

Co-opted member

Mr K. Corrigan 31.7.2017  
Mr D. Sleath 31.7.2016

Secretary Mr J. Dinsdale (who acts on behalf of the Director of Finance and Corporate Services)

In attendance

The Director of Finance and Corporate Services  
The Director of Estates and Facilities

Terms of Reference:

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

2. To oversee the operational management of the investment property portfolio for the University and its Trusts including the addition or disposal of property to or from the portfolio from time to time.
3. To appoint agents, investment managers and other advisors to act for the University and its Trusts.

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

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

6. To keep under review the University’s medium-term financial and financing strategies.

7. To meet not less than three times each year.

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

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

**Student Experience Committee**

**Membership**

- A Vice-President of the Council (Chair) Mr. R. Dwyer
- One further lay member of the Council Mrs. S. Webber
- One Pro-Vice-Chancellor appointed by the Council Professor G. Brooks
- The Dean of a Faculty or a Teaching and Learning Dean appointed by the Council Dr. A. Callaghan Kennedy
- Chief Strategy Officer and University Secretary Dr. R.J. Messer
- The Chief Operating Officer or his nominee Mr. D.C.L. Savage
- The Director of Student and Applicant Services Ms. A. Cheshire
- The Director of Student Development and Access Dr. P.E. Woodman
- The Director of Careers and Employability Services Mrs. L. Froud
- The President of the Students’ Union
- The other four sabbatical officers of the Students’ Union:
  - Community and Development Officer
  - Engagement and Communication Officer
  - Welfare Officer
  - Education Officer
- The Chief Executive of the Students’ Union

**Secretary** Ms. L.M. Davies (appointed by the University Secretary)
Terms of Reference:

1. The Committee shall normally meet once in each Term, shall consider such matters as may from time to time be delegated to it by the Council, the Strategy and Finance Committee and the University Executive Board, and shall report routinely to the Council.

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

3. In general, the Committee shall:

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

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

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

   (a) employability and student development;

   (b) health and wellbeing;

   (c) sporting facilities, student societies and community activities;

   (d) academic support activities, such as the Library, IT Services and pastoral care;

   (e) analysis of collective feedback on the student experience;

   (f) student conduct, discipline and complaints, primarily in dialogue with the Standing Disciplinary Committee and the Complaints Committee; and

   (g) such other student-focused activities as the Council may from time to time determine.

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

   (a) encourage areas of synergy between the University and the Students’ Union;

   (b) keep under review the financial position of the Students’ Union and, upon receipt of the Students’ Union financial statements, report to the University Executive Board, the Strategy and Finance Committee and the Council any concerns about the financial affairs of the Students’ Union;

   (c) taking advice from University Executive Board, determine on behalf of the Council, the Students’ Union Block Grant for the forthcoming financial year;

   (d) report to the Council any matter relating to the Students’ Union Constitution, including any regarding the review of the Constitution required under the Students’ Union Code of Practice and to frame appropriate recommendations; and

   (e) monitor the overall financial and non-academic relationship between the
Sub-group on Fees, University Bursaries and Scholarships (FUBS)

Director of Student and Applicant Services (Chair)  Mrs A. Cheshire
Director of Admissions (or their nominee)  Mr J. H. Ackroyd
Director of the Reading International Office (or their nominee)  Mrs S. Myles
Head of Marketing (or their nominee)  Mr M. Berger-North
Coordinator Student Recruitment and Outreach  Dr R. South
Applications Manager RISIS Development and Support (or their nominee)  Dr R.J. Crabtree
An Associate Dean (Teaching and Learning)  Mr R. Gibbard
Head of Individual Giving, Campaigns and Supporter Engagement Office  Mr E. Pickering
Acting Head of Financial Planning and Analysis  Miss M. Misselbrook
Head of Student Support Services and Operations  Miss J. Poulton
Head of the Doctoral Research Office  Mr J. Lloyd

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

Terms of Reference:

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

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

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

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

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

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

7. To monitor annual spend against budget for scholarship programmes, prizes and
bursaries.

8. To ensure that all relevant offices are informed of fee decisions and the availability and level of scholarships and bursaries so that consistent and up to date information is available to both internal and external stakeholders, e.g. RISIS, SRO, RIO, Marketing.

**Widening Participation Strategy and Access Agreement Committee**

*Ex Officio*

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>The Dean of the Faculty of Science (Chair)</td>
<td>Professor B. Cosh</td>
</tr>
<tr>
<td>An Associate Dean for Teaching and Learning</td>
<td>Dr D. Carter</td>
</tr>
<tr>
<td>Director of Student and Applicant Services</td>
<td>Ms. A. Cheshire</td>
</tr>
<tr>
<td>Director of Student Development and Access</td>
<td>Dr P.E. Woodman</td>
</tr>
<tr>
<td>Head of Engagement and External Relations</td>
<td>Ms R. Collier</td>
</tr>
<tr>
<td>Senior Management Accountant</td>
<td>Ms M. Misslebrook</td>
</tr>
<tr>
<td>A Representative from the Students’ Union</td>
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</tbody>
</table>

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

**Terms of reference:**

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

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

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

4. To allocate this ‘Access Funding’ internally

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

6. To offer advice to other committees and individuals on matters relating to widening participation and access, particularly those areas covered by the Access Agreement and the HEFCE Student Opportunities Allocation

7. To report as required to the University Executive Board; the University Board for Teaching and Learning; and the Committee of Student Recruitment, Academic Provision and Marketing
Students’ Union: Trustee Board

Sabbatical Officers

The President
The Education Officer
The Welfare Officer
The Student Engagement Officer
The Community and Development Officer

Student Trustees

Three Student Trustees

External Trustees

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

Secretary Mr R. Silcock, Chief Executive of Students’ Union

University Executive Board

The Vice-Chancellor (Chair)
The Deputy Vice-Chancellor
The Pro-Vice-Chancellors
The Heads of Service

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

Terms of Reference:

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

(i) The consideration of, and the framing of recommendation on, such policy matters as it may itself determine or as may be referred to it by the Council, Senate or Strategy and Finance Committee;

(ii) The consideration of, and framing of recommendations on, all matters relating to the allocation of resource, to academic and institutional planning and to the strategic direction of the research, teaching and learning, and international initiatives of the University;

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(iii) The receipt of, and the co-ordination of responses to, all communications from the HEFCE and similar bodies other than those exclusively relevant to the Strategy and Finance Committee or other body or to a specific office or officers;

(iv) Through its Probationary Review Sub-Committee, the confirmation, or otherwise, of probationary appointments for Academic Staff;

(v) The recommendation to the Council through the Senate of appointments to Visiting Professorships;

(vi) The monitoring of such risks as may be assigned to it within the University’s Risk Register.

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

Planning Committee

Professor R. Van de Nort (Chair) Pro-Vice-Chancellor (Academic Planning & Resource)
Professor S.J. Mithen Deputy Vice-Chancellor
Professor G. Brooks Pro-Vice-Chancellor (Teaching & Learning)
Mr V. Raimo Pro-Vice-Chancellor (Global Engagement)
Dr R.J. Messer Chief Strategy Officer and University Secretary
Mr D.C.L. Savage Chief Operating Officer
Mr C. Robbins Director of Estates & Facilities
Dr R.E. Stewart Director of Planning & Strategy
Ms C. Wright Director of Finance & Corporate Services

In attendance
Mrs S.L. Bartlett Head of Financial Planning and Analysis

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

Terms of Reference

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

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

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

4. To consider and recommend to UEB resourcing plans and requests from Schools and Services that are consistent with the University’s financial forecasts and growth plans;
5. To ensure that the implications for the estate of detailed operating plans are understood and priorities through the proper channels;

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

**Probationary Review Sub-Committee**

*Ex officio*

The Chair of Staffing Committee (Pro-Vice-Chancellor, Professor Van de Noort) *(Chair)*
The Deputy Vice-Chancellor (Research) (Professor Mithen)
The Pro-Vice-Chancellor (Teaching and Learning) (Professor Brooks)
The Deans of the Faculties
The Dean of Postgraduate Research Studies
A Teaching and Learning Dean (Dr O. B. Kennedy)

*In attendance*

A representative from Human Resources

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

**University Farms Board**

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

*Ex officio*

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

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

Mr D. Homer 31.7.2018
By invitation

The Farms Manager

Mr J. Lamburn

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

Secretary

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

Terms of Reference:

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

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

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

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

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

6. To make recommendations and report to the University Executive Board as required.

Joint University/UCU Committee

Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
One Dean of a Faculty or a Pro-Vice-Chancellor (as designate by Council):
Professor R. Van de Noort
The Director of Human Resources

One member of the Senate appointed by the Senate

Dr E.M. McCrum

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

Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:
Dr S. Knox
Dr I. Mueller-Harvey
Dr M. Schoeter
Mr M. Moran, UCU Regional Official
One vacancy

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

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

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

Terms of Reference:

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

Reports to Senate, Strategy and Finance Committee and Council.
Representatives of the University on University Courts

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

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

Committee Membership of Lay Members of Council

Mr T. Bartlam (31.7.2017)

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

Mr T. Beardmore-Gray (31.7.2017)

Audit Committee (Chair from 1.1.16)

Lord Crisp (31.7.2017)

Standing Disciplinary Appeals Committee

Mr R. Dwyer - Vice-President of the Council (31.12.2015)

Appeals against Decisions of the Personal Titles Committee
Appointments Committee
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee
Professorial Salaries Advisory Group
Senior Staff Salaries Advisory Group
Strategy and Finance Committee
Board of Trustees for the University of Reading Employees’ Pension Fund
Student Experience Committee (Chair)


Dr P.A. Erskine (31.7.2016)

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

Mr R.E.R. Evans (31.7.2019)

Strategy and Finance Committee
Investments Committee (Chair)

Mr C.C. Fisher – President of the Council (31.7.2016)
Appointments Committee (Chair)
Audit Committee
 Discipline: Disciplinary Appeals Committee (Chair)
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee
Strategy and Finance Committee (Chair)
Investments Committee

Dame Moira Gibb (31.7.2016)
Discipline: Standing Disciplinary Appeals Committee (Substitute member)

Mr S. Hawker (31.7.2016)
Appointments Committee
Remuneration Committee

Ms K. Owen (31.07.2018)
Audit Committee (from 1.01.2016)

Mr H.W.A. Palmer QC (31.7.2017)
Discipline: Disciplinary Appeals Committee (Substitute member)
Strategy and Finance Committee

Dr P.R. Preston (31.7.2017)
Audit Committee
Strategy and Finance Committee

Mr S.C.C. Pryce (31.7.2016)
Investments Committee

Dr B. Rawal (31.12.2018)

Mr S.P. Sherman (31.7.2016)
Appointments Committee
Audit Committee
Discipline: Disciplinary Appeals Committee (Substitute member)
Remuneration Committee
Strategy and Finance Committee
Board of Trustees for the University of Reading Employee's Pension Fund (from 1.01.2016)
Ms S. Webber (31.07.2018)

Student Experience Committee

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

Appointments Committee
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee (Chair)
Strategy and Finance Committee
Appendix 2

Terms of Office
Deputy Vice-Chancellor

Professor S.J. Mithen 31.7.2016

Pro-Vice-Chancellors

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

Deans of the Faculties

Faculty of Arts, Humanities and Social Science
Professor M.J. Almond 31.7.2016

Henley Business School
Professor J. Board

Faculty of Life Sciences
Professor R.H. Ellis 31.7.2016

Faculty of Science
Professor B. Cosh 31.7.2016

Faculty Directors of Research

Faculty of Arts, Humanities and Social Science
Professor M.J. Almond 31.7.2016

Henley Business School
Professor V.A. Gibson 31.7.2016

Faculty of Life Sciences
Professor R.H. Ellis 31.7.2016

Faculty of Science
Professor B. Cosh 31.7.2016

Research Deans

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

Teaching and Learning Deans

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

Deans for Diversity and Inclusion

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

Heads of Schools

Faculty of Arts, Humanities and Social Science
School of Arts and Communication Design
Institute of Education Dr C. Tissot 31.7.2019
School of Humanities Professor P.J. Stratton-Lake 31.7.2017
School of Law Professor S.C. Breau 31.7.2018
School of Literature and Languages Professor A.J. Donnell 31.7.2017
School of Politics, Economics and International Relations Professor U. Kamphampati 31.7.2019
International Study and Language Institute Professor R. Richards 31.7.2017

Henley Business School
International Business and Strategy Professor J.T. Walker 31.7.2019
The International Capital Markets Association Centre Professor A. Bell 31.7.2016
Leadership, Organisations and Behaviour Professor A. Godley 31.7.2019
Marketing and Reputation Professor N. Kakabadse 31.7.2019
Real Estate and Planning Mrs C. Hughes 31.7.2019

Faculty of Life Sciences
School of Agriculture, Policy and Development Professor J.R. Park 31.7.2018
School of Biological Sciences Professor M.D.E. Fellowes 31.7.2018
School Chemistry, Food and Pharmacy Professor P. Yaqoob 31.7.2019
School of Psychology and Clinical Language Sciences Professor L.T. Butler 31.7.2016

Faculty of Science
School of the Built Environment Professor S.D. Green 31.7.2018
<table>
<thead>
<tr>
<th>School</th>
<th>Name</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>School of Archaeology, Geography and</td>
<td>Dr N. Branch</td>
<td>31.7.2019</td>
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<tr>
<td>Environmental Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Mathematical and Physical Sciences</td>
<td>Professor S.N. Chandler-Wilde</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>School of Systems Engineering</td>
<td>Professor V.F. Ruiz</td>
<td>31.7.2018</td>
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