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3
The Court

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

Up to twelve members of convocation

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

(Four vacancies)

The University Officers

University Secretary Mr K.N. Hodgson
Head of University Administration Dr R.J. Messer
Chief Operating Officer Mr D.C.L. Savage

Industrial and Commercial Partners

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

Mr P.J.K. Haslehurst Foundation
Mr N. Kempner Luxfer Group

Ms S. Ladbrook Reading Real Estate
Professor J. Lynch Foundation
Mr J. Nike formerly Forest Research
Mr C. Parker Nike Group
Mr M. Patel 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  
Mr S. Whittaker  
Dame Jo Williams

Brixton plc  
TVEP  
The Chief Executive Officer of QinetiQ

Supporters of the University

(i) Up to six representatives of the Friends of the University 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  
Mr J. Howell MP  
Ms F. MacTaggart MP  
The Rt Hon Theresa May MP  
The Rt Hon John Redwood MP  
Mr A. Sharma MP  
Mr R. Wilson MP

Newbury  
Henley  
Slough  
Maidenhead  
Wokingham  
Reading West  
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  
The Mayor of Reading  
The Mayor of Wokingham

Councillor E. Hodgkin  
Councillor M. Livingston  
Councillor B. Wyatt

Local authority officers

The Chief Executive of Reading Borough Council  
The Chief Executive of Wokingham Borough Council  
The Chief Executive of Wycombe District Council
Health professionals
Nominated by the Pro-Vice-Chancellor
Chairman, Royal Berkshire Foundation NHS Trust (Billingham)
Chair, Berkshire Healthcare NHS Foundation Trust (Hedger)
Chief Executive, Royal Berkshire NHS Foundation Trust (Donald)
Chief Executive, Berkshire Healthcare NHS Foundation Trust (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
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 Dr 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. Moloney
Royal Horticultural Society Ms S. Biggs
The Royal Botanic Gardens Professor S.D. Hopper

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

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

Mrs D. Ajose Prospect School, Tilehurst 2014
Mrs M. Ball Baylis Court Secondary School 2017
Mr C. Clare Geoffrey Fields Junior School 2017
Mr P.G. Dick Kenne School, Thatcham 2017

Mr N. Dimbleby Highbourn School, Emmer Green 2017

Mr R. Elsey Edgebarrow School, Crowthorne 2014
Mrs K. Gauld Hillside Primary School, Reading 2017
Mrs M. Hernandez Slough Grammar School 2017

Estrada

Mrs V. Houdley The Downs School, Newbury 2017
Mr C. House Dove House School, Basingstoke 2017
Mr P. Lewis Bulmershe School, Woodley 2017
Mr A.J. Linnell Desborough School 2017
Mr A.N. Matthias The Emmbrook School, Woodley 2014
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
Dr P. Thomas  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. L Arnold
Sir John Armitt
Professor J. Beer
Professor M. Belbin
Dr H. Blumenthal
Dr M. Bond
Dame Lynne Brindley
Dr D. Burridge
Dr A. Carnwath
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
Sir William Benyon
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 M.E. Rayner  
Dr P.T. Warry  
Dr J.D. Wilkins  
Professor Sir Roger Williams
The Council

Statutes XIV and XV, and Ordinance XLIV define the membership and powers of the Council.

The normal period of tenure is three years.

Class 1: Ex officio

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

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

Mr T. Bartlam 31.7.2014
Mr R. Dwyer (Vice-President of the Council) 31.7.2015
Dr P.A. Erskine 31.7.2016
Mr R.E.R. Evans 31.7.2014
Mr C.C. Fisher (President of the Council) 31.7.2015
Mr S. Hawker 31.7.2016
Dame Moira Gibbs 31.7.2016
Mr H.W.A. Palmer QC 31.7.2014
Dr P.R. Preston 31.7.2014
Mr S.C.C. Pryce 31.7.2014
Mr S.P. Sherman 31.7.2016
Mr J.P. Smith 31.7.2016
Sir John Sunderland 31.7.2014
Ms S.M. Woodman (Vice-President of Council) 31.7.2014
One vacancy

Class 3: The Deans of the Faculties

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

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

Dr B. Cosh 31.7.2014

Class 5: One member of the Academic Staff of the University elected from among their own number in such manner and under such conditions as are prescribed by the Council for the election of members of the Academic Staff to the Senate under Statute XVI.

Professor I. Mueller-Harvey 31.7.2014

Class 6: One member of the staff of the University not being a member of the Academic Staff elected in such a manner as the Council shall from time to time determine.
Mrs B. Edwards 31.7.2014

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

Ms S. Webber 31.7.2015

Class 8: Two Officers of the Students’ Union and two alternates as determined from time to time by the Council after consultation with the Students’ Union.

The President of the Students’ Union
Education 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 (Mr K.N. Hodgson)
The Senate

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

Ex officio

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

Deans of the Faculties

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

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

The Faculty Directors of Research

Professor G.H. Tucker
Professor V.A. Gibson
Professor R.H. Ellis
Professor G. Marston

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

The Associate Deans (Teaching and Learning)

Dr D.M. Carter
Mr R. Gibbard
Professor J.R. Park
Dr O.B. Kennedy

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

The Heads of the Schools

Professor A.R. Bell
Professor J.C. Bignell
Dr L.T. Butler
Professor P.J. Byrne
Professor S.N. Chandler-Wilde
Professor M. Clark
Dr B. Cosh
Professor A.J. Donnell
Dr M.D.E. Fellowes
Professor A. Ghobadian
Professor R.L. Gilchrist
Professor M.J. Gooding

ICMA Centre
Arts and Communication
Design
Psychology and Clinical
Language Sciences
Real Estate and Planning
Mathematical and Physical
Sciences
Marketing and Reputation
Systems Engineering
Literature and Languages
Biological Sciences
Leadership, Organisations
and Behaviour
Archaeology, Geography and
Environmental Science
Agriculture, Policy and
Development

31.7.2016
31.7.2016
31.7.2016
31.7.2015
31.7.2014
31.7.2015
31.7.2017
31.7.2017
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31.7.2017
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<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor A.C. Goodwyn</td>
<td>Institute of Education</td>
<td>31.7.2015</td>
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<tr>
<td>Professor S.D. Green</td>
<td>Construction Management and Engineering</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor C.J. Hilson</td>
<td>Law</td>
<td>31.7.2014</td>
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<tr>
<td>Professor K. Liu</td>
<td>Business Informatics, Systems and Accounting</td>
<td>31.7.2015</td>
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<tr>
<td>Professor G.P. Meen</td>
<td>Politics, Economics and International Relations</td>
<td>31.7.2015</td>
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<tr>
<td>Ms R. Richards</td>
<td>International Study and Language Institute</td>
<td>31.7.2017</td>
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<tr>
<td>Professor A. Rugman</td>
<td>International Business and Strategy</td>
<td>31.7.2017</td>
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<tr>
<td>Professor P.J. Stratton-Lake</td>
<td>Humanities</td>
<td>31.7.2015</td>
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<tr>
<td>Professor A.C. Williams</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.7.2015</td>
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<tr>
<td>Professor M. Ambaum</td>
<td>Mathematical and Physical Sciences</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Dr J.W. Bell</td>
<td>Humanities</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor A.D.T. Cromartie</td>
<td>Politics, Economics and International Relations</td>
<td>31.7.2014</td>
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<tr>
<td>Mr A.J. Doak</td>
<td>Henley Business School</td>
<td>31.7.2014</td>
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<tr>
<td>Professor R.A. Frazier</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.7.2016</td>
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<tr>
<td>Dr E. Hyder</td>
<td>Institute of Education</td>
<td>31.7.2016</td>
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<tr>
<td>Professor P. Luna</td>
<td>Arts and Communication Design</td>
<td>31.7.2016</td>
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<tr>
<td>Professor F.H.M. LeSaux</td>
<td>Literature and Languages</td>
<td>31.7.2015</td>
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<tr>
<td>Dr R. McBain</td>
<td>Henley Business School</td>
<td>31.7.2014</td>
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<tr>
<td>Dr L. McCuffin</td>
<td>Biological Sciences</td>
<td>31.7.2016</td>
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<tr>
<td>Dr S. Musson</td>
<td>Archaeology, Geography and Environmental Science</td>
<td>31.7.2016</td>
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<tr>
<td>Dr B. Potter</td>
<td>Systems Engineering</td>
<td>31.7.2016</td>
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<tr>
<td>Professor S. Reynolds</td>
<td>Psychology and Clinical Language Sciences</td>
<td>31.7.2015</td>
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<tr>
<td>Dr L. Schweber</td>
<td>Construction Management and Engineering</td>
<td>31.7.2016</td>
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<tr>
<td>Dr A. Thies</td>
<td>Law</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Mr R.B. Tranter</td>
<td>Agriculture, Policy and Development</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Vacancy</td>
<td>International Study and Language Institute</td>
<td>31.7.2016</td>
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<tr>
<td>Professor J.A. Ellis</td>
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<td>31.7.2015</td>
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<tr>
<td>Professor P. Glaister</td>
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<td>31.7.2016</td>
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<tr>
<td>Professor Y. Kalyuzhova</td>
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<td>31.7.2015</td>
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<tr>
<td>Professor P. Kruschwitz</td>
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<tr>
<td>Professor R. Matthews</td>
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<td>31.7.2016</td>
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<tr>
<td>Professor H.M.I. Osborn</td>
<td></td>
<td>31.7.2014</td>
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<tr>
<td>Professor P.M. Riddell</td>
<td></td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor P. Robinson</td>
<td></td>
<td>31.7.2015</td>
</tr>
<tr>
<td>Professor V. Ruiz</td>
<td></td>
<td>31.7.2016</td>
</tr>
</tbody>
</table>
Twelve members of the Academic and Academic-related Staff not being Professors elected by and from amongst the members of the Academic and Academic-related Staff excluding Professors. For the purposes of this clause Professor is defined as in Clause (8) above. Each member so elected shall hold office for three years and shall be re-eligible.

Dr K. Ayres 31.7.2016
Ms H. Bilton 31.7.2015
Dr I. Bland 31.7.2015
Dr A. Chippindale 31.7.2014
Dr J. Creighton 31.7.2016
Dr C. Furneaux 31.7.2016
Dr P.E. Hatcher 31.7.2014
Dr S. Knox 31.7.2014
Dr E. McCrum 31.7.2016
Mrs S. Mott 31.7.2015
Dr J. Preston 31.7.2014
Dr S. Walsh 31.7.2015

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

Mr M. Kelleher  The President of the Students’ Union 7.2014
Miss E. Jackson  The Education Officer 7.2014
Ms S. Davies  The Welfare Officer 7.2014
Mr J. Cave  The Student Engagement Officer 7.2014
Miss K. Ashford  The Community and Development Officer 7.2014

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.

To be appointed Arts, Humanities and Social Science
To be appointed Arts, Humanities and Social Science
To be appointed Henley Business School
To be appointed Life Sciences
To be appointed Science

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

Professor D.C. Berry 31.7.2016
Professor S. Bream 31.7.2014
Dr M-M. Kleinhans 31.7.2015

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

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

Ex officio

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

The Associate Deans (Teaching and Learning)

Dr D.M. Carter
Mr R. Gibbard
Professor J.R. Park
Dr O.B. Kennedy

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

Head of University Administration
Vice-Provost (Academic) of the University of Reading Malaysia
Director of Student, Learning and Teaching Services
Dean of Postgraduate Research Studies
Head of the Centre for Quality Support and Development
The President of the Students’ Union
The Education Officer of the Students’ Union
Director of Student Development and Access

Dr R.J. Messer
Dr M-M. Kleinhans
A. Cheshire
Professor D.C. Berry
Mr K.H.S. Swanson
Mr M. Khelleher
Miss E. Jackson
Dr P.E. Woodman

Rights of Attendance

The Deans of the Faculties
The Director of the Careers, Placement and Experience Centre

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

Sub-Committee on Delivery and Enhancement of Teaching and Learning

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

Dr D.M. Carter
and Professor J.R. Park
Ms E. Jackson
Dr R.J. Messer
A. Cheshire
Professor D.C. Berry
Professor V.A. Gibson
Mrs J.H. Munro
Mr J. Leary
Mr K.H.S. Swanson
Dr A. Crook
Dr N. Brooke
Miss T. Shore
(alternate: Dr K. Shahabudin)
No fewer than two members from amongst the Academic Staff of the University

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

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Ms B. Edwards (appointed by the Head of University Administration)

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

Terms of Reference:

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

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

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

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

Sub-Committee on Management Information and Monitoring

The Associate Deans (Teaching and Learning) (of whom two will act as Joint Chair)  
Mr R. Gibbard  
and Professor J.R. Park

The Student Engagement Officer  
Mr J. Cave

The Head of University Administration  
Dr R.J. Messer

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

Acting Head of the Centre for the Development of Teaching and Learning  
Ms V. Holmes

RISIS Applications Manager  
Dr R.J. Crabtree

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

Marketing Manager  
Ms K. Wilson

Faculty Manager  
Ms H. Taylor

Planning Support Manager  
Dr N.E. Helsby

Data Services Manager  
Mr C. Flanagan

Acting Director of Planning Support  
Dr R. Stewart

Senior Admissions Manager  
Mr A. Keeble

International Marketing Manager  
Mr T. Eastwood

No fewer than two members from amongst the Academic Staff of the University
Dr J. Gibbs  
Eur Ing Dr R.S. Sherratt

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: Mrs M. Davies (appointed by the Head of University Administration)

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

Terms of reference:

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

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

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

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

(e) To advise and report to the University Board for Teaching and Learning

The Sub-Committee will meet twice a term.

Sub-Committee on Student Development and Employability

The Associate Deans (Teaching and Learning)  
(of whom one will act as Chair)  
The President of the Students’ Union  
Head of University Administration  
Director of the International Study and Language Institute  
A Faculty Liaison Librarian  
A member of staff from the Reading International Office  
A member of staff from the Careers, Placement and Experience Centre  
A Study Advisor  
The Student Engagement Officer of the Students’ Union  
A member of the Centre for the Development of

Dr O.B. Kennedy  
Mr M. Kelleher  
Dr R.J. Messer  
Ms R.J. Richards (alternate Dr C. Cirillo)  
Ms H. Hathaway  
Mr M. Dowse  
Mrs E. Sowden (alternate Mr K. Thompson)  
Dr K. Shahabudin  
Mr J. Cave  
Ms J. Collier
Teaching and Learning

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

Dr A. Renwick
Vacancy

Rights of Attendance

A Pro-Vice-Chancellor

Secretary: (appointed by the Head of University Administration)

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

Terms of reference:

(a) To take an institutional overview of matters relating to the full range of development activities provided by the University but which fall outside the core academic curriculum;

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

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

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

The Sub-Committee will meet twice a term.

Sub-Committee on Student Support

The Associate Deans (Teaching and Learning) Dr O.B. Kennedy;
(of whom one will act as Chair) (alternate: Mr R. Gibbard)
Director of Student, Learning and Teaching Services A. Cheshire
Head of Student Wellbeing Service Dr A. Peña-Bizama
Senior Student Support Manager Ms K.H. Dickinson
Mental Health Adviser Mr C. Kenderdine
Student Communication Officer Mr R.J. Sandford
A member of the Welfare and Pastoral Care team from Dr F.J. Davis
the Halls
The University Chaplain Revd M.D. Laynesmith
The Welfare Officer of the Students’ Union Ms S. Davies
A representative of the Centre for the Development of RUSU Advice Services Manager Ms C. Milne
Teaching and Learning
No fewer than two members from amongst the Academic Staff of the University

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

Rights of Attendance

A Pro-Vice-Chancellor

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

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

Terms of reference:

(a) To take an institutional overview of the University’s support for students (other than direct academic support) and identify opportunities to enhance this support;

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

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

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

The Sub-Committee will meet twice a term.

Sub-Committee on Teaching and Learning Facilities

Chair

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

Ex officio

The Pro-Vice-Chancellor (Teaching and Learning)

Representatives from Faculties

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Faculty</th>
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<tbody>
<tr>
<td>Dr C.L. Furneaux</td>
<td>English Language and Literature</td>
<td>AHSS</td>
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<tr>
<td>Mrs H. Bilton</td>
<td>Education</td>
<td>AHSS</td>
</tr>
<tr>
<td>Dr R. Foxley</td>
<td>History</td>
<td>AHSS</td>
</tr>
<tr>
<td>Dr C.A.B. Nygaard</td>
<td>Economics</td>
<td>HBS</td>
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<tr>
<td>Dr E. Fenton</td>
<td>Leadership, Organisations and Behaviour</td>
<td>HBS</td>
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<tr>
<td>Dr B. Vogel</td>
<td>Leadership, Organisations and Behaviour</td>
<td>HBS</td>
</tr>
<tr>
<td>Dr G. Schafer</td>
<td>Psychology and Clinical Language Sciences</td>
<td>LS</td>
</tr>
<tr>
<td>Mr N.F. Beard (alternate Ms)</td>
<td>Agriculture, Policy and Development</td>
<td>LS</td>
</tr>
</tbody>
</table>
Representatives from Service Departments

Mr L.F. Beck
Mr J. Leary
Mr S.M. Gough
Mrs M. Whitmarsh
Ms M-C. Papaefthimiou
Mrs J.L. Pich
Mr D.J. Wallace
Ms J. Pendleton
Mr M.R. Evans
Mr I. Cruickshank
A. Cheshire
Mr P. Johnson

Finance and Corporate Services
ITS
Commercial Services, E&F
Teaching and Learning Support
Deputy Director, E&F
Space Manager, E&F
Central Room Bookings and Timetabling
Projects, E&F
Campus Services, E&F
Student Learning and Teaching Services
Library and Collections Services

Representative from the Students’ Union

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

Miss E. Jackson

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

(Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Estates and Facilities Committee)
University Board for Research and Innovation

Ex officio

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

Deans of the Faculties

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

The Faculty Directors of Research (if not already members)

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

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

Professor D.C. Berry  Committee on Postgraduate Research Studies
Professor C.M. Williams  Sub-Committee on Research Excellence and Impact

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

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

The Director of Research and Enterprise

Dr D.J. Gillham

Right of attendance

The Education Officer of the Students’ Union  Miss E. Jackson

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

Terms of reference:

1. To monitor the implementation of the University’s Research and Enterprise Strategies and achievement of key strategic objectives set in the University’s Corporate Plan.

2. To support and monitor the development of Research Centres of Excellence, foster interdisciplinary activity and collaboration with external organisations, including
international; encourage innovative initiatives in emerging areas of strength.

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

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

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

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

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

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

**Sub-Committee on Research Excellence and Impact**

*Ex officio*

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

The Deans of the Faculties

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

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

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

The Directors of the four established Research Centres of Excellence

Professor J.R. Tiffin  *Centre for Food Security*
Professor N.W. Arnell  *Walker Institute*
Professor J.D. Saddy  *Centre for Integrative Neuroscience and Neurodynamics*
Professor J.M. Gibbins  *Institute for Cardiovascular and Metabolic Research*
The Director of Research and Enterprise or his nominee

Dr. A-M. van Dodeweerd

Two members by invitation

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

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

Terms of Reference:

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

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

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

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

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

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

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

Sub-Committee on Innovation and Knowledge Exchange

The Director of Research and Enterprise

Dr D.J. Gillham

Two other representatives of Research and Enterprise

To be confirmed                              Head of Strategic Programmes
Mrs C.A. Bethell                             Technology Commercialisation Manager

Nominated School Directors of Enterprise Ambassadors to represent each Faculty

Professor G.R. Sloan                        Arts, Humanities and Social Science
Dr M.H. Yates                                Arts, Humanities and Social Science
Vacancy                Henley Business School
Professor J.D. Saddy  Life Sciences
Dr R.W. Jackson        Life Sciences

Additional member by invitation

Dr R.E. Stewart        Academic Project Management Office

Secretary: The Head of University Administration (for whom Ms H.E. Williams acts)

Terms of reference:

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

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

Sub-Committee on Research Travel Grants

Dr B. Whalley (Chair)
Dr M. Dyson

Secretary: Ms L.V. Sharman

Terms of reference:

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

   (a) All academic staff paid from whatever source, with the exception of those at professional level.
   (b) Other members of staff on the research and staff salary scale except for those employed by bodies that already contain provision for attendance at conferences.
   (c) Research students funded by the University (not by Schools). Such applications must be accompanied by a supporting note from their Supervisor. Applicants funded wholly by Schools are not eligible to apply but those students who are partly funded by both the University and their School will be considered.

2. The Sub-Committee will report to the University Board for Research and Innovation
Boards of Faculties

Management Board of the Faculty of Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
The Dean of the Faculty

Professor G.H. Tucker (Chair)

Heads of Schools of the Faculty

Professor J.C. Bignell  School of Arts and Communication Design  31.7.2016
Professor A.C. Goodwyn  Institute of Education  31.7.2015
Ms R. Richards  International Study and Language Institute  31.7.2017
Professor P.J. Stratton-Lake  School of Humanities  31.7.2015
Professor C.J. Hilson  School of Law  31.7.2014
Professor A.J. Donnell  School of Literature and Languages  31.7.2016
Professor G.P. Meen  School of Politics, Economics and International Relations  31.7.2015

The Director of Research of the Faculty

Professor G.H. Tucker  31.7.2015

The Associate Deans (Teaching and Learning)

Dr D.M. Carter  31.7.2015
Vacancy  31.7.2015

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

Terms of Reference:

Ordinance XII

Faculty Board for Research in Arts, Humanities and Social Science

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor

Professor C.M. Williams

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

Professor G.H. Tucker (Chair)  31.7.2015
The Head of each School deemed for the purposes of Research to be a member of the Board or his or her nominated representative

Professor E. Taylor  
Professor S.J. Graham  
Professor R. Hoyle  
Professor C.G. James  
Professor B. Cheyette  
Professor C. McKinnon  
Professor S.J. Graham  
Professor R. Hoyle  
Professor C.G. James  
Professor B. Cheyette  
Professor C. McKinnon

School of Arts and Communication Design  
Institute of Education  
School of Humanities  
School of Law  
School of Literature and Languages  
School of Politics, Economics and International Relations

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

Ms K. Powell  
Dr A. Lawrence  
Professor M. O’Callaghan  
Professor A. Marzano  
Professor J. Treffers-Daller

Research and Enterprise Development Manager  
Graduate Centre for Medieval Studies  
Early Modern Research Centre  
Centre for Economic History  
Centre for Literacy and Multilingualism

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:  
Deputy Manager and Faculty Research Support Officer, Joint Faculties  
Mrs N. Easton

Office

Standing Invitations

Dr D.M. Carter  
Mr G. Roberts  
Ms H. Taylor  
Ms K. Webb and Revd G. Connell

Associate Dean (Teaching and Learning)  
Faculty Library Representative  
Faculty Manager  
Faculty Library Representatives

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

Ex officio

The Vice-Chancellor  
A Pro-Vice-Chancellor

Such Deans and Associate Deans (Teaching and Learning) as may be assigned to the Board by Senate

Dr D.M. Carter (Chair)  
Professor G.H. Tucker

31.7.2015  
31.7.2015

The Head of each School deemed for the purposes of Teaching and Learning to be a member of the Board or his or her nominated representative
Mr A. Rowlands  
School of Arts and Communication Design

Dr E. McCrum  
Institute of Education

Dr C. Cirillo  
International Study and Language Institute

Dr R.A.C. Rist  
School of Humanities

Professor R. Auchmuty  
School of Law

Dr J. Waters  
School of Literature and Languages

Dr A. Nygaard  
School of Politics, Economics and International Relations

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

Vacancy

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

I. Evangelou
F. Marcus
C. Dewar
S. Chandran

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

Standing Invitations

Ms M.C. Papaefthimiou  
A representative from the Centre for the Development of Teaching and Learning

Mr G. Roberts  
Faculty IT representative

Revd G. Connell  
Faculty Library representatives

Ms H. Taylor  
Faculty Manager
Management Board of the Henley Business School

Ex officio

The Vice-Chancellor
The Dean

Professor J. Board (Chair)

The Heads of School of the Henley Business School

Professor K. Liu
Professor A.R. Bell
Professor A. Rugman
Professor A. Ghobadian
Professor M. Clark
Professor P.J. Byrne

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

The Director of Research

Professor V.A. Gibson

The Associate Dean (Teaching and Learning)

Mr R. Gibbard

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

Standing Invitations

Professor V.A. Gibson
Mr A.J. Doak
Mrs G. Kilner
Dr R. McBain
Dr A. Dufour
Mr S. Ludlow
Mr J. Foster-Pedley
Ms A. Matula
Mr F. Müller
Mr N. Logan
Mr D.C.L. Savage
Mr L. Temple
Mrs C. Rolstone
Mr S. Williams
Ms N. Gillham
Mrs E. Rigby

The Deputy Dean
Head of Undergraduate Programmes
Head of Pre-experience Postgraduate Programmes
Head of Post-experience Postgraduate Programmes
Head of Postgraduate Research Programmes
Head of Executive Education
The Dean, Henley South Africa
The Director, Henley Business School, Finland
The Director, Henley Business School, Germany
The Director, Henley Business School, Hong Kong/Singapore
Chief Operating Officer
Finance Manager, Henley Business School
The Human Resources Partner
The Director of Marketing
Director of Alumni Relations and Development
The Head of Learning Resources

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Board for Research of the Henley Business School

Ex officio

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

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

Professor V.A. Gibson (Chair)

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

Professor J. Solomon Business Informatics, Systems and Accounting
Professor C. Brooks ICMA Centre
Professor R. Narula International Business and Strategy
Professor A. Godley Leadership, Organisations and Behaviour
Professor K. Money Marketing and Reputation
Vacancy Real Estate and Planning

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

Professor F.N. Crosby
Dr A. Dufour
Dr P. Miskell

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

Ms A. Kaplan
Vacancy

Secretary: The Faculty Director of Administration,
Henley Business School (or their nominee)

Standing Invitations

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

Terms of Reference:

1. Subject to the authority of the University Board for Research 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 Associate Deans (Teaching and Learning) as may be assigned to the Board by Senate*

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

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

- Dr A. Hennell *Business Informatics, Systems and Accounting*
- Dr C. Padgett *ICMA Centre*
- Professor J.T. Walker *International Business and Strategy*
- Dr L. Thurloway *Leadership, Organisations and Behaviour*
- Dr S. Rose *Marketing and Reputation*
- Dr S. Devaney *Real Estate and Planning*

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

- Mr A.J. Doak *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*

*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 J. Haining
- Mr P. Hristoy

*Secretary: The Faculty Director of Administration,*

*Henley Business School or their nominee*
Standing Invitations

Vacancy  The Head of Student Development and Employability
Revd G. Connell  The Faculty Library Team Manager
Mr K.H.S. Swanson  The Head of the Centre for Quality Support and Development
Ms L. Rivers  International Business Support Manager
Mrs C. Nukui  A representative of the International Study and Language Centre
Mr G. Roberts  A representative of IT Services
Mr A. Keeble  The Senior Admissions Manager
Vacancy  A representative of the Centre for the Development of Teaching and Learning
Mr M. Keighley  The Head of Programme Administration
Ms S. Hood  Study Advisor

Terms of Reference:

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

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

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

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

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

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

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

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

Ex officio

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

The Head of Schools of the Faculty

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

The Director of Research of the Faculty

Professor R.H. Ellis 31.7.2016

The Associate Dean (Teaching and Learning)

Professor J.R. Park 31.7.2015

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

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

Ex officio

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

Such Deans and Associate Deans (Teaching and Learning) as may be assigned to the Board by Senate

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

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

Mr N. Beard Agriculture, Policy and Development
Dr M.J. Fry Biological Sciences
Professor M.J. Almond Chemistry, Food and Pharmacy
Professor M. Radosavljevic Construction Management and Engineering
Professor S. Musson Archaeology, Geography and Environmental Science
Dr R. Plant Mathematical and Physical Sciences
Dr C.P. Beaman Psychology and Clinical Language Sciences
Eur Ing Professor R.S. Sherratt  Systems Engineering

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

To be appointed  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

To be appointed

Standing Invitations

Mrs T. Lyden  The Director of the Careers, Placement and Experience Centre
Ms H. Hathaway  The Faculty Team Managers, University Library
and Mr T. Chapman
Mr G. Roberts  ITS
Mr K.H.S. Swanson  The Head of the Centre for Quality Support and Development
To be appointed  A representative of the RISIS Office

Secretary:  Faculty Support Officer, Joint Faculties Office  Ms K. Findlater
Management Board of the Faculty of Science

Ex officio

The Vice-Chancellor
The Dean

Professor G. Marston (Chair)

The Head of Schools of the Faculty

Professor S.D. Green
Construction Management and Engineering
31.7.2014

Professor R.L. Gilchrist
Archaeology, Geography and Environmental Science
31.7.2015

Dr B. Cosh
Systems Engineering
31.7.2016

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

The Director of Research of the Faculty

Professor G. Marston
31.7.2015

The Associate Dean (Teaching and Learning)

Dr O.B. Kennedy
31.7.2014

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

Faculty Board for Research in the Sciences

Ex officio

The Vice-Chancellor
A Pro-Vice-Chancellor

Professor C.M. Williams

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

Professor R.H. Ellis (Joint-Chair)
31.7.2016

Professor G. Marston (Joint-Chair)
31.7.2015

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

Professor K. Norris
Agriculture, Policy and Development

Professor P. Knight
Biological Sciences

Professor P. Yaqoob
Chemistry, Food and Pharmacy

Professor M. Sexton
Construction Management and Engineering

Professor A.J. Wade
Human and Environmental Sciences

Professor M. Lockwood
Mathematical and Physical Sciences

Professor J.A. Ellis/ Professor T. Johnstone
Psychology and Clinical Language Sciences

Professor W.S. Harwin
Systems Engineering
Not more than five further members to be co-opted or appointed in a manner to be determined by the Board

Dr M.S. Cross  Research and Enterprise Development
Dr C.D. Johnson  Research and Enterprise Development
Dr K. Smith  Research and Enterprise Development
Dr N. Crawford  Research and Enterprise Development
Dr M. Phillips  Research and Enterprise Development

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:  Deputy Manager and Faculty Research Support Officer,  Mrs N. Easton
Joint Faculties Office

Standing Invitations

Ms H. Hathaway  Faculty Team Manager, University Library
Dr H. Prior  Research and Enterprise Services
Dr A.M. van Dodeweerd  Research and Enterprise Development
Dr A. Webb  Research and Enterprise Development
Ms L. Firth  Research and Enterprise Development
Standing Committee on Academic Engagement and Fitness to Study

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

Secretary: Appointed by the Head of University Administration

Terms of Reference: Ordinance XVII

Standing Committee of Academic Misconduct

Ex officio

Professor D.C. Berry (Chair) 31.7.2015

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

Secretary: The Senior Student Advisor

Terms of Reference:

The Committee is responsible for:

(a) Considering cases of alleged academic misconduct;

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

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

(ii) failure in the year or part;

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

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

Reports to Senate

[See Ordinance XVII]
Appeals against decisions of the Personal Titles Committee

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

Chair (appointed by the Council)

Mr R. Dwyer 31.7.2015

One member appointed by the Senate

Professor D.C. Berry 31.7.2014
(alternate: Professor 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 (Mr K.N. Hodgson)

Terms of Reference:

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

(a) to reject the appeal; or

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

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

C4718
S8001

Appeals against decisions of Faculty Promotions Groups

The normal period of tenure is three years

Chair (appointed by Council)

Vacancy
Ex officio

The Deans of the other Faculty Promotions Groups

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

Terms of Reference:

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

(a) to reject the appeal; or

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

Ex officio

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

Four other lay members of Council

Mr R. Dwyer  31.7.2015
Mr S.P. Sherman  31.7.2015
Mr S. Hawker  31.7.2016
Ms S. Woodman  31.7.2014

Two vacancies

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

By invitation

To be determined by the Chair.

Terms of Reference:

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

   Ex officio
   The President of the Council
   The Vice Chancellor

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

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

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

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

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

6. The function of the Appointments Committee shall be as follows
(a) **Non-financial aspects of staffing matters**

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

(i) Committees of Selection;

(ii) The Academic-Related Staff Sub-Committee, the Clerical and Senior Halls Staff Sub-Committee and the Technicians and Computer Operating Staff Sub-Committee;

(iii) The Senior Grades Sub-Committee to which it shall appoint one member from among its lay membership;

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

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

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

(b) **Honorary Degrees**

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

(c) **Nominations Committee**

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

(d) **Risk**

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

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

Ex officio

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

The Heads of the following Schools or Departments:

<table>
<thead>
<tr>
<th>Department</th>
<th>Head</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language and Literature</td>
<td>Professor S. Dentith</td>
</tr>
<tr>
<td>Film, Theatre &amp; Television</td>
<td>Dr J. Gibbs</td>
</tr>
<tr>
<td>Art</td>
<td>Professor S. Clausen</td>
</tr>
<tr>
<td>Typography &amp; Graphic Communication</td>
<td>Professor P. Luna</td>
</tr>
</tbody>
</table>

Four members appointed by the Senate

<table>
<thead>
<tr>
<th>Name</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor P. Robinson</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Professor G. Marston</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Professor F.H.M. Le Saux</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Professor S.J. Mithen</td>
<td>31.7.2014</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Nominee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Borough Council:</td>
<td>Ms K. Wood</td>
</tr>
<tr>
<td>Reading Film Theatre:</td>
<td>Mr U.M. Spencer</td>
</tr>
<tr>
<td>Senior Common Room Committee:</td>
<td>Mrs C.D. Lyle</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs F.J. Blair</td>
</tr>
<tr>
<td>Mrs L.J. Walsh</td>
</tr>
</tbody>
</table>

By invitation

Student representatives from relevant Departments and Societies

In attendance

Ms K. Arnold-Forster

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

Terms of Reference:

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

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

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

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

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

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

Three lay members of the Council

Dr P.R. Preston 31.7.2014
Mr S.P. Sherman (Chair) 31.7.2016
Mr I.P. Smith 31.7.2015

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

Mr D. Gibbons 31.7.2015
Mr R. Buller 31.7.2015

In attendance

Mr T. Bartlam 31.7.2016

Rights of Attendance

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

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

Terms of Reference:

Constitution

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

Membership

2. The Audit Committee shall comprise

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

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

3. The University Secretary shall be Secretary to the Committee

4. A quorum shall be two members.

Restrictions

5. (a) At least one member should have recent and relevant experience in finance, accounting or auditing.
(b) Members should not have significant interests in the University.

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

(d) 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
   The Deputy Vice-Chancellor

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

**Frequency of meetings**

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

**Authority**

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

9. The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or President of the Council. However, it may not incur direct expenditure in this respect in excess of £50,000 without the prior approval of the Council.

10. The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members’ responsibilities, the statement of internal control, and any relevant issue raised in the external auditor’s management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council.

**Duties**

11. The duties of the Committee shall be:
(a) To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.

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

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

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

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

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

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

(h) To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the HEFCE Accounting Officer, have been informed.

(i) To oversee the University’s policy on fraud and irregularity, including being notified of any action taken under that policy.

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

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

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

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

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

**Reporting Procedures**

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

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

- risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts)

- economy, efficiency and effectiveness (value for money) management and quality assurance of data submitted to HESA and to HEFCE and other providers of public funds.

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

**Campaign Strategy Group**

The normal period of tenure is three years

*Ex officio*

The Vice-Chancellor *(Chair)*

*Two Pro-Vice-Chancellors*

  - The Pro-Vice-Chancellor (Teaching and Learning) (Professor G. Brooks)
  - The Pro-Vice-Chancellor (Research and Innovation) (Professor C.M. Williams)

One Dean of a Faculty or their nominee (Professor G. Gibson)

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

The Head of University Administration (Dr R.J. Messer)

The Director of Campaigns and Supporter Development (Mr S.P.R. Horan)

The President of the Students’ Union (Mr M. Kelleher)
Appointed by the Council

Ms S. Woodman

By Invitation

Mr J.D. Fishburn
Professor M.G. Fulford
Professor J.M. Gibbins
Mr K.N. Hodgson
Mr A.E. Palmer

In Attendance
The Director of Alumni and Development (HBS) (Mrs N. Gillham)
The Director of Marketing and Communication (Ms G. Walsh)
Head of Principle Gifts (Mr R. Norman)

Secretary: The Campaign Manager (Miss E.L. Lambden)

Terms of Reference

1. To support the Campaign for the University and the work of the Campaigns and Supporter Engagement Office by:
   a. Acting as advocates for the University Campaign within their respective academic or administrative units.
   b. Ensuring campaign strategies and projects support University priorities.
   c. Providing advice and support on activities to enable the Campaign team to meet its targets.
   d. To take part in Campaign activities such as events, communications, acting as project Champions or soliciting prospects.
   e. To receive reports from the Campaigns and Supporter Engagement Office on performance against key performance indicators for fundraising and supporter engagement; examining active and proposed projects and prospects and supporting the Campaign where possible to ensure targets will be met.

2. To provide internal oversight and guidance to the executive team of the Campaign, including:
   a. Providing independent guidance on planned fundraising and supporter engagement activities.
   b. Helping to resolve academic or administrative challenges to fundraising and supporter engagement.
   c. Identifying prospective donors and where appropriate facilitating introductions.

3. To ensure all fundraising and supporter engagement activity is carried out in adherence with the University’s Ethical Fundraising Guidelines

4. To receive relevant information concerning the Ross Group and related sector bodies, including comparative data, best practice updates and other key industry
updates.

5. To meet at least four times per year in formal, scheduled meetings. Additional meetings between members to take place on an ad-hoc basis as and when required.

6. Members shall normally be appointed for a period of two years by Vice-Chancellor who will consult as appropriate and shall be eligible for reappointment thereafter for a maximum of a further two years.

7. To report to University Executive Board.

Catering and Hospitality Committee

Ex officio

The Deputy Vice-Chancellor
A Dean

Professor T.A. Downes (Chair)
Professor R.H. Ellis

31.7.2016

Four members of the Academic Staff

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

The Welfare Officer of the Students’ Union

Ms S. Davies

In attendance

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

The Director of Student, Learning and Teaching Services
Ms A. Cheshire

The Chief Operating Officer or his nominee

Contract Relationship manager
Ms K.L. Thomas

Head of Catering
Mr M.J. White

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

Standing Invitation

Management Accountant – Facilities Management
Mr L.F. Beck

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

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

Terms of Reference:

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

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

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

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

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

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

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

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

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

**Complaints Committee**

*Ex officio*

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

*Appointed by the Council*

Dr P.R. Preston (*Chair*)

*Appointed by the Senate*

Professor C. Newdick

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

*Terms of Reference:*

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

**Convocation: Standing Committee**

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

Co-opted

Mr H.E. Bell

Standing Invitation

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

Terms of Reference:

See Ordinance XXII

**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

<table>
<thead>
<tr>
<th>Vacancy</th>
<th>31.7.2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs S. Webber</td>
<td>31.7.2015</td>
</tr>
</tbody>
</table>

Substitute members in order of substitution

<table>
<thead>
<tr>
<th>Mr H.W.A. Palmer QC</th>
<th>31.7.2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dame Moira Gibb</td>
<td>31.7.2016</td>
</tr>
<tr>
<td>Mr T. Bartlam</td>
<td>31.7.2014</td>
</tr>
<tr>
<td>Mr S.P. Sherman</td>
<td>31.7.2016</td>
</tr>
</tbody>
</table>

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

Terms of Reference:

See Ordinance XVII

Reports to Council
C3178
Discipline: Standing Disciplinary Committee

Ex officio

The Vice-Chancellor (Chair)
(alternates: Professor G.H. Tucker and Professor G. Marston) (31.7.2015)

Appointed by Council

Dr J.D. Wilkins 31.7.2016
(alternate: vacancy) 31.7.2016

Appointed by Senate

Dr E.M. Page 31.7.2014

Professor R.S. Sherratt 31.7.2016

Alternates
Dr P.J. Almond 31.7.2016
Dr J.D. Creighton 31.7.2015
Mr A.J. Doak 31.7.2016
Dr C. Houston-Price 31.7.2106
Mrs G. Kilner 31.7.2016
Dr M.J. Proven 31.7.2016

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

The Welfare Officer of the Students’ Union Ms S. Davies

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

Terms of Reference:

See Ordinance XVII

Reports to Senate and Council

Environment and Sustainability Committee

Professor R.H. Ellis (Chair)

Appointed

The Community and Development Officer of the Students’ Union Miss K. Ashford

Ex officio
The Director of Estates and Facilities or his nominee Mr C. Robbins
The Chief Operating Officer or his nominee Mr L.F. Beck
Deputy Director, Estates and Facilities Mrs J.L. Pich
Head of Campus Services (alternate Mr I. Cruickshank)
Director of Hotel and Estates Services, Greenlands Campus Mr A. Brand
Communications Manager, External Affairs Directorate Ms C.A. Derham

Right of attendance

A representative from the School of Construction Management and Engineering Dr A.A. Elmualim
A representative from Health and Safety Services Mrs M.E. Simpson
A representative from the Environmental Ambassadors Ms C.A. Prior (alternate: Mrs D. Doyle)
A representative from Procurement Mr A.G. Tooley
A representative from the Whiteknights Campus Dr. S. Musson
A representative from the London Road Campus Dr B. Billingsley
A representative from the Library Mr R.D. Hunter
A representative from Catering Services Mr M.J. White
Sustainable Travel Coordinator Dr K. Stanbridge
Energy Manager Mr D. Fernbank

Secretary: Ms L.V. Sharman

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

Terms of Reference:

1. To recommend policy and oversee actions on:
   (a) environmental 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 tented 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 will remain ring-fenced to deal with travel plan issues.

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

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

Chair appointed by the University Executive Board

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

Ex officio

The Deputy Director of Human Resources
University Disability Advisors

Mrs R.C. Busby
Ms A. Avery
& Ms K.A. French
Mr J.J. Brady or his nominee
Ms S. Davies

The Director of Human Resources

The Welfare Officer of the Students’ Union

Ex officio

The Deputy Director of Human Resources
University Disability Advisors

The Director of Human Resources

The Welfare Officer of the Students’ Union

Ex officio

The Deputy Director of Human Resources
University Disability Advisors

The Director of Human Resources

The Welfare Officer of the Students’ Union

By invitation

The Director of Student, Learning and Teaching Services
Chaplaincy Team Coordinator

Ms A. Cheshire
Revd M.D. Laynesmith

By invitation

The Director of Student, Learning and Teaching Services
Chaplaincy Team Coordinator

Ms A. Cheshire
Revd M.D. Laynesmith

Other members

A representative from the Study Advice Team
A representative of the School Disability Representatives
A representative of the Harassment Advisors
A representative of the Halls Wardens

Mrs E.A. Victor
Mrs A.M. Gallagher
Dr F.J. Davis or his nominee
Ms J.L. Pich or her nominee

A representative of Estates and Facilities
Chair, Athena Swan Steering Group
The Dean of the Faculty of Arts, Humanities and Social Science
The Employment Solicitor

Ms J.L. Pich or her nominee
Professor R.H. Ellis
Professor G.H. Tucker or his nominee
Mrs J. Rowe

One member from each of the following Trade Unions

UCU
UNISON
UNITE

TBA
TBA
TBA

Secretary: An HR Advisor

Terms of Reference:

1. To advise and support the relevant University Officers.
2. To advise and support University Disability Officers.
3. To work with the relevant University Officers to ensure that the University meets its obligations under the new Equality Act, and subsequent amendments to it.
4. To review and make recommendations as to the University’s policy on equality and diversity matters.

5. To promote equality and diversity across the University.

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

7. To liaise with relevant outside bodies as appropriate.

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

9. To report and make recommendations to Staffing Committee, and to University Executive Board as and when necessary.

10. To meet on a termly basis

SMB 11/09

Examination Results: Standing Committee

The Pro-Vice-Chancellor (Professor S.J. Mithen) (Chair)
The Associate Dean (Teaching and Learning)
A Sabbatical Officer of the Students’ Union

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

Professor A.F. Knapp
(alternate: Professor D.S. Oderberg) (AHSS) 31.7.2016

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

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

Dr C. Padgett
(alternate: vacancy) (HBS) 31.7.2014

Professor M.H. Gordon
(alternate: Professor R.M Bennett) (LS) 31.7.2016

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

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

Dr K. Ayres
(alternate: Dr M.E. Lewis) (S) 31.7.2016
Secretary: The Head of University Administration (for whom Mrs K. Dickinson acts)

Terms of Reference:

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

Reports to Senate
S6457

Estates and Facilities Committee

Ex officio

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

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

Professor G. Marston 31.7.2015
Professor G.H. Tucker 31.7.2015

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

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

A representative of the Students’ Union

The President of the Students’ Union Mr M. Kelleher

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

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

Right of attendance

The Chief Operating Officer or his nominee
The Head of Health and Safety Services
The Deputy Director of Estates and Facilities
The Director of Finance
Contract Relationship Manager
One representative from each of the Central Services

Student and Academic Services Directorate
Mrs D. Doyle
Chief Operating Officer’s Group
Office of the University Secretary
Mrs M.E. Simpson

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

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

Terms of Reference:

1. To recommend to UEB and Strategy and Finance Committee and develop policy, monitor its implementation and oversee actions on
   (i) the use of the Estate;
   (ii) the maintenance of the Estate;
   (iii) environmental matters, with particular regard to energy and water management, waste management and pollution control;
   (iv) transport to, from and on the Estate and parking;
   (v) properties owned by the University but rented or leased to others;
   (vi) the provision of facilities management services by Estates and Facilities - as delivered by ‘Maintenance, Grounds and Business Services’; ‘Campus Services’ and ‘Estates Management’

2. To oversee the production and maintenance of an Estate Strategy for the University in accordance with the current Corporate Plan.

3. To monitor the building programme emanating from the Estate Strategy or elsewhere

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

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

6. To monitor the intensity of use of space generally and to keep this under at least annual review.

7. To oversee the interface between the academic estate and the investment property portfolio

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

9. To approve the Planned Maintenance Programme

10. To approve expenditure against the Travel Plan (ex car parking) fund

11. To provide governance for the allocation fo the Lease Service Charge relating to the residential estate.

12. To monitor the expenditure of:
(i) the Reactive and Planned Preventative Maintenance (PPM) allocation
(ii) the Minor Improvement Projects Allocation as and when available
(iii) the Planned Maintenance Allocation
(iv) the Travel Plan Fund

13. To provide liaison as appropriate and necessary with other groups including the University Executive Board, the Investments Committee, Project Committees, the Subcommittee on Teaching and Learning Facilities. To make at least annual reports on these matters to the Strategy and Finance Committee

# Applies to those items addressed by the Space Sub-Committee and Estate Strategy Working Group
* Delegated to the Environment and Sustainability 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 Estates Strategy.

**Space Sub-Committee**

The Deputy Vice-Chancellor (Chair)  
Professor T.A. Downes
The Deans of the Faculties or their nominees  
Mr C. Robbins
The Director of Estates and Facilities  
Mrs J.L. Pich
Deputy Director of Estates and Facilities  
Mrs J.A. Pendleton
The Timetabling Manager (Central Room Booking and Timetabling)  
Mr D.J. Wallace
The Space Manager  
Mrs M. Whitmarsh
A representative from Commercial Services

Secretary: Ms L.V. Sharman

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

**Terms of Reference:**

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

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

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

4. To consider such matters as may be referred to it by the Estates and Facilities Committee;
5. To report once per term to the Estates and Facilities Committee.

Committee of Deans 17 February 2003

Standing Committee on Fitness to Practise

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

Secretary Faculty Manager (Mrs H. Taylor)

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

University Health and Safety Committee

Ex officio

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

One student representative

The Welfare Officer of the Students’ Union

One representative of each Trade Union and nominated alternate

Mr A. Morris (alternate: vacancy) UCATT
Mr P. Taylor (alternate: vacancy) UNITE - AEEU
Mr S. Fiest (alternate: vacancy) UNITE - AMICUS
Dr F.J. Davis (alternate: vacancy) UCU
Ms S. Melia UNISON

One area Health and Safety Co-ordinator

Mrs R.A. Crabtree
Standing Invitations

The Chairs of such Sub-Committees as the Committee may establish
A representative from Occupational Health
The Head of Student Wellbeing Services
The Insurance Officer
The Biological and Scientific Safety Advisor
The Head of Campus Services

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

Terms of Reference:

1. To encourage consultation and co-operation between the University authorities.
2. To recommend, instigate, develop, monitor and review action to ensure the health, safety and welfare of all persons affected by the activities of the University.
3. The Committee reports through the University Executive Board to the Strategy and Finance Committee.

Sub-Committee for Biological Safety

Professor J.M. Dunwell (Chair)

Ex officio

The Head of Health and Safety Services Mrs M. E. Simpson
The Biological and Scientific Safety Advisor Dr G. Roberts

Specialist academic members

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

Representatives from Academic Schools carrying out Biological Activities

Mr S. Feist (Biological Sciences)
Dr A. McCartney (Chemistry, Food and Pharmacy)

One lay academic member

Dr T. Callus

One representative of each Trade Union

Mrs J. Clarke UNITE – AMICUS
Vacancy

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.

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;

The Radiation Safety Sub-Committee

Mrs M. Simpson (Chair)  Head of Health and Safety Services
Dr G. Roberts  The Biological and Scientific Safety Advisor
Dr L. Shaw  School of Archaeology, Geography and
Terms of Reference:

1. To oversee, in conjunction with the Biological & Scientific Safety Advisor (BSSA) and the Radiation Protection Advisor (RPA) where appropriate, all activities involving sources of Ionising Radiation. Such activities include, but are not limited to, the storage and disposal of waste arising from the use of Open Sources of radionuclides; the use of sealed sources, and the use of X-Ray sets, and the keeping of records pertaining to such uses.

2. To oversee the use of LASERs and sources of non-ionising radiation.

3. To recommend additional conditions of use when required to maintain compliance with University procedures and relevant legal requirements. The RSSC has the authority to stop work, or request changes to be made to projects or facilities where there may be a breach of Health and Safety or Environmental legislation.

4. To establish and review the training and experience requirements for users of sources of radiation to ensure their activities are safe and in accordance with University radiation safety procedures.

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

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

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

8. To receive and review reports from the BSSA including reports of incidents or unusual occurrences involving radiation, and to recommend action to correct any deficiencies.

9. To monitor radiation safety issues to ensure that they are appropriately addressed by relevant bodies within the University.

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

11. To normally meet once per term, and submit a summary report to the University.
Health and Safety Committee.

Honorary Degrees: Joint Standing Committee of the Council and Senate

The normal period of tenure is two years.

*Ex officio*

The Vice-Chancellor (*Chair*)

*Appointed by the Council*

Mr R. Dwyer 31.7.2015
Mr P. Erskine 31.7.2016
Mr C.C. Fisher 31.7.2015
Ms S. Woodman 31.7.2014

*Appointed by the Senate*

Professor J.A. Ellis 31.7.2014
Professor A.C. Godley 31.7.2015
Professor S.J. Graham 31.7.2014
Professor E. Highwood 31.7.2014
Professor P. Kruschwitz 31.7.2014

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

*Terms of Reference:*

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

Chair

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

Ex officio

Chair of the Advisory Board for Information Services
Professor G.H. Tucker
(alternate Dr D.M. Carter)

Chair of the University Board for Research and Innovation
Professor C.M. Williams

Chair of the Committee on Museums, Archives and Collections
Professor M.G. Fulford

Chair of the Information Systems Managers Group
Mr D.C.L. Savage

The Head of University Administration
Dr R.J. Messer

A Dean
Professor G. Marston

An Associate Dean (Teaching and Learning)
Dr D.M. Carter

The Education Officer of the Students' Union
Miss E. Jackson

Right of Attendance

The Librarian
Mrs J.H. Munro

The Director of IT Services
Mr J. Leary

The Head of Information Management and Policy Services
Mr L. Shailer

The Head of New Web and Media
Mrs H.N. Setchell

The Head of UMASCs/ Director of MERL
Ms K. Arnold-Foster

RISIS Applications Manager
Dr R.J. Crabtree

The Risk Management and Business Continuity Officer
Mrs E. Stannard

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

Terms of Reference:

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

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

3. To provide support and oversight of the University’s Museums and Collections

Reports to University Executive Board as and when necessary.

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

The steering group meets once a term
Information Systems Managers Group

Chair

Mr D.C.L. Savage

Chief Operating Officer

Mr J. Leary

Mr S.J. Boon

Head of Maintenance and Business Services

Head of Financial and HR Systems

Applications Manager, RISIS

Dr R.J. Crabtree

Ms V. Holmes

Mr P.A. Southwell

Deputy Head, Centre for Quality Support and Development

Head of Systems and Services Library

Miss C. Ayres

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

Terms of Reference:

1. To provide oversight of and ensure the smooth running of core University systems.

2. To provide a gateway for new projects seeking approval and determine which system developments should progress, prioritise developments and sponsor new ideas.

3. To routinely check all second-tier systems to ensure that they remain compliant with University requirements for safe, legal and well-managed systems.

4. To provide guidance and support to Managers of core systems in their professional mentoring of second-tier systems and their teams.

5. To support the development of key corporate systems, such as the progression and integration of work relating to a Content Management System (CMS), a Customer Relationship Management system (CRM) and an Electronic Document Records Management system (EDRM).

6. To support the implementation of the MS Reporting Services Software component and the prioritisation of the associated work

7. To receive reports from any relevant Working Groups.

8. To report to the Information Framework Steering Group (IFSG). The Chair of Information Systems Managers Group would attend meetings of IFSG as requested.

The Group meets twice per term
Advisory Board for Information Services

The normal period of tenure is three years

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

Professor G.H. Tucker 31.7.2014

Ex officio

An Associate Dean (Teaching and Learning) Dr D.M. Carter
Head of University Administration Dr R.J. Messer
The Librarian Mrs J.H. Munro
The Director of IT Services Mr J. Leary
The Education Officer of the Students’ Union Miss E. Jackson

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

Faculty of Arts, Humanities and Professor D. Oderberg (alternate Professor G. Meen)
Social Sciences
Henley Business School Dr L.A. Newton (alternate Mr S. Rowbotton)
Faculty of Life Sciences Dr A. Culham (alternate Dr J. Spencer)
Faculty of Science Professor W. Hughes (alternate Professor S. Williams)

In attendance

Head of Collections and Space, Library Mr P. Johnson
Head of Systems and Services, Library Ms C.A. Ayres
Two Assistant Directors from IT Services Mr S.M. Gough
and Mr A. Lawrence

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

Terms of Reference:

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

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

Reports periodically to the Senate and Information Framework Steering Group.

The Advisory Board will meet once a term
International Operations Group

The Pro-Vice-Chancellor (International and External Engagement) (Chair)  Professor S.J. Mithen
Director of Student, Learning and Teaching Services  Ms. A. Cheshire
The Director of Administration, Henley Business School  Mr. D.A. Stannard
The Deputy Director of Reading International Office  Ms. S.C. Allen
The Head of Postgraduate Research Support and Development  Mr. C. Robson
The Head of Programme Administration, HBS  Mr. M.H. Keighley
The Head of Admissions and Applicant Relations  Ms. C. Edgar
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  Mrs. C. Carpenter
Senior Quality Support Officer (International)  Mrs. G. Ransall
Iskandar Project Officer  Ms. L.M. Davies
UKBA Compliance Project Officer  Ms. C. Coleman

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

Terms of Reference:

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

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

Reports to and receives reports from the International Project Board. The Group meets once a term.

International Project Board

Chair

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

The Deans of the Faculties

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

Ex officio
Terms of reference:

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

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

3. To oversee the implementation of strategic aspects of the internationalisation of the University.

Reports to University Executive Board as necessary.

The Project Board will meet twice a term.

University of Reading Malaysia Project Board

Chair

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

The Deans of the Faculties

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

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

Ex officio

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

In attendance
Vice-Provost (Academic) University of Reading Malaysia       Dr M-M. Kleinhans
Chief Operating Officer, University of Reading Malaysia    Mr P.M. Osborne
The Director of Finance                                   Ms C.A.B. Wright

Secretary: Project Officer

Terms of reference:

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

Reports to University Executive Board as necessary, and to Reading RUMAL Board of Directors
Museum of English Rural Life: Committee for the

The normal period of tenure is three years.

Chair

Professor M.G. Fulford

Ex officio

The Vice-Chancellor
The Head of University Administration Dr R.J. Messer
The Head of the Department of History or his representative Professor 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 31.7.2016
Professor S.F. Walker 31.7.2014

By Invitation

Ms S. Macdonald Director of UCL Museums, Collections and Public Engagement
Professor J. Whittle University of Exeter
Ms S. Donnelly Archivist, LSE Library
Mr T. Butler Director of the Museum of East Anglian Life
Dr N. Vernon University of Sheffield Hallam

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

Ad personam

Mr S. Carter
Mr A.E. Palmer (Chair, Friends of the University)
Mrs V. Fishburn

Terms of Reference:

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

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

2. The functions of the Museum shall be:

   a) To acquire and manage nationally important collections relating to the countryside and its history.
b) To promote access and operate a range of public services arising from these collections

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

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

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

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

b) The Committee shall consist of:
   (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 Head of University Administration
       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 Chief Operating Officer shall have right of attendance at meetings of the Committee.

6. The Committee shall:

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

b) Recommend operating plans and policies to the Council.

c) Report operating plans and policies to the Committee for Museums, Archives and Collections.
d) Advise on management and financial matters concerning the Museum.

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

Reports to the Support Services Policy Committee, Senate and Council

**Committee on Museums, Archives and Collections**

Professor M.G. Fulford *(Chair)*

*Ex officio*

- One Dean and the Chair of the Beckett International Foundation (alternate: Associate Dean (Teaching and Learning) of Arts, Humanities and Social Sciences)
- The Head of University Administration
- The University Librarian
- The Head of the UMASCS, and Director of MERL
- The Curator of Collections and Engagement, MERL
- The Curator (or equivalent) of the Cole Museum
- The Curator (or equivalent) of the Herbarium
- The Curator (or equivalent) of the Ure Museum
- The Curator (or equivalent) of the Lettering Printing and Graphic Design Collections
- University Archivist
- The Curator (or equivalent) of the Geoscience Collection
- The Head of Collections and Space, University Library
- A representative of the History of Art Collections

A member of Academic Staff
A member of Academic Staff

*By invitation*

- Director of the Evacuation Archive
- A representative of the Special Collections Service
- UMASCS Librarian
- Public Programmes Manager
- Museum Studies Programme Director

*Secretary:* Senior Administrative Officer

*Terms of Reference:*

To develop and oversee the implementation of a co-ordinated strategy for the University’s museums, archives and collections in the context of the University’s Corporate Plan.
Committee of Deans 00/303

Reports to the University Executive Board through the Information Framework Steering Group, and to the University Boards for Research and Innovation and Teaching and Learning. The Committee meets once a term

**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 J.A. Ellis 31.7.2014
- Professor A. Ghobadian 31.7. 2014
- *Vacancy* 31.7.2015

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

**Terms of Reference:**

See Ordinance XXIII

Reports to Council and Senate.

**Committee on Postgraduate Research Studies**

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

*The Faculty Directors of Research*

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

*By invitation*

- An Associate Dean (Teaching and Learning) Dr O.B. Kennedy
- The Head of Admissions and Applicant Relations Dr C. Edgar
The Director of the International Office or her nominee  Mrs S. Myles
The Director of Research and Enterprise or his nominee
The Students’ Union Postgraduate part time Officer
A representative of the Planning Support Office  Dr N.E. Helsby
Head of Doctoral Research Office  Mr J.D. Lloyd
The Education Officer of the Students’ Union  Miss E. Jackson
Secretary: The Head of Postgraduate Research Support and Development  Mr C. Robson

Re-Grading Committee

The Deputy Vice-Chancellor (Chair)  Professor T.A. Downes
The Dean of the Faculty of Life Sciences  Professor R.H. Ellis
The University Secretary  Mr K.N. Hodgson
The Deputy Director of Estates and Facilities Management  Ms J.L. Pich
Two Heads of School (or equivalent)  Professor M.J. Gooding & Professor J.C. Bignell
The Director of Human Resources  Mr J.J. Brady
Secretary: Miss C.E. Eckett  The Human Resources Manager (Reward and Benefits)

Appeals against decisions of the Re-Grading Committee

The Deputy Director of Human Resources  Mrs R.C. Busby
A Head of Service (one of whom be selected on each occasion depending on the nature of the appeal)
The Deans of the Faculties (one of whom be selected on each occasion depending on the nature of the appeal)

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

Ex officio

The President of the Council Mr C.C. Fisher
The Vice-Chancellor Mr R. Dwyer 31.7.2015
A Vice-President of the Council Mr S. Hawker 31.7.2016
Ms S. Woodman (Chair) 31.7.2014
Mr S.P. Sherman 31.7.2016

Three other lay members of the Council

Mr S. Hawker 31.7.2016
Ms S. Woodman (Chair) 31.7.2014
Mr S.P. Sherman 31.7.2016

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

Terms of Reference:

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

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

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

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

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

(b) To consider and decide upon the terms of any severance or early retirement arrangements for any senior staff of the University and to report to the Strategy and Finance Committee and Council on any such arrangement. (For this purpose “Senior Staff” is defined as at August 2007 (HEFCE letter 22/2007) as those earning more than £100,000 per year, save that staff earning less than £100,000 per year should not necessarily be excluded from its consideration when it was felt to be appropriate by the President and Vice-Chancellor).

(c) To receive reports on all severance payments if the cost to the University is over £10,000 and to be consulted through the President if the potential cost exceeds £30,000.

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

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

*In attendance*
One Lay member of the Remuneration Committee

Mr R. Dwyer

Secretary: The Director of Human Resources

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**Senior Staff Salaries Advisory Group**

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

*In attendance*
One Lay member of the Remuneration Committee

Mr R. Dwyer

Secretary: The Director of Human Resources

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**Research Ethics Committee**

*Eight members appointed by the Senate*

Dr P.J. Almond  31.7.2016
Dr J.F.S. Burchardt  31.7.2014
Dr R. Everitt  31.7.2015
Professor M.A. Gosney  31.7.2014
Dr A.K. Ho  31.7.2015
Dr J.A. Lovegrove  31.7.2015
Dr N. Spinks  31.7.2015
Dr J. Wright (*Chair*)  31.7.2014

*Other members appointed by the Research Ethics Committee*

Mr J. Crompton  31.7.2014
Dr T. Lincoln  31.7.2014

*A representative of the Students’ Union*

The Education Officer  Miss E. Jackson

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

**Terms of Reference:**

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

2. To have discretion on behalf of the University and in light of ethical considerations to require such modifications as it may think fit and, if necessary not to allow the research to proceed.
3. To offer advice to Heads of School and investigators on the ethical implications of proposed research and to encourage high standards of ethical behaviour in research on human beings in the University.

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

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

Research Platforms Steering Group

Ex Officio

Pro-Vice-Chancellor (Research and Innovation) 31.7.2016

The Deans of the Science Faculties
Professor R.H. Ellis (Joint Chair) Life Sciences
Professor G. Marston (Joint Chair) Science

The Lead Academic for each Research Platform
Professor C.D. Collins Chemical Analysis Facility
Professor J.D. Saddy Centre for Integrative Neuroscience and Neurodynamics

The Head of the host School for each research platform

Dr L.T. Butler Psychology and Clinical Language Sciences
Professor A.C. Williams Chemistry, Food and Pharmacy

Representatives from Research and Enterprise

Dr I.J. Evans
Dr A.M. van Dodeweerd

A Management Accountant
Mrs E.A. Firth

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

Terms of Reference:

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

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

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

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

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

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

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

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

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

Risk Management Group

Ex officio

The Deputy Vice-Chancellor (Chair)               Professor T.A. Downes
The Chief Operating Officer                      Mr D.C.L. Savage
The University Secretary                        Mr K.N. Hodgson

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

Professor C. Hilson
Dr B. Cosh

One further Head of Directorate
The Director of Estates and Facilities Mr C. Robbins

Secretary: The Risk Management and Business Continuity Officer (Mrs E.A. Stannard)

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

Ex officio

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

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

Terms of Reference:

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

Formerly the Innovation Centre


Sports Management Committee

A Dean (Chair) Professor G. Marston

Three members of Academic Staff

Professor M.J. Almond 31.7.2015
Professor S.D. Green 31.7.2014
Dr M.J. Proven 31.7.2016

In attendance

The Deputy Director of Estates and Facilities Ms J. Pich
The Director of Sport and Recreation Mr I.A. Akhurst
The Chief Operating Officer or his nominee Ms M. Misslebrook
The Director of Student Recruitment and Outreach Ms C.J. Singleton
A representative of Development and Alumni Relations Mr D. Parkes
The Student Activities Manager of the University of Reading Mr A. Bailey
Students’ Union
The Student Engagement Officer of the Students’ Union Mr J. Cave
Standing Invitation

Head of Physical Education and Sports Leadership  
(Institute of Education)  

Dr T. Macfadyen

Secretary:  Ms S. Shears

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 to the Support Services Policy Committee and to the University Executive Board.

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

Staffing Committee

Ex officio

The Deputy Vice-Chancellor (Chair)  
Professor T.A. Downes
The Director of Human Resources  
Mr J.J. Brady
The Director of the Centre for Staff Training and Development  
Ms E.A. Graham
Two Heads of School appointed by the University Executive Board

Dr M.E. Fellowes 31.7.2014
Professor A.R. Bell 31.7.2014

Two Deans appointed by the University Executive Board

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

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

Professor D.C. Berry 31.7.2015
Mrs J.H. Munro 31.7.2014

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

Standing Invitation

Chair of the Equality and Diversity Committee Professor D.C. Berry
The Deputy Director of Human Resources Mrs R.C. Busby
The Senior HR Partner Mr A.J. Twyford
One HR Partner Mrs J.L. Pich
The Deputy Director of Estates and Facilities Mr A.J. Twyford
One Associate Dean (Teaching and Learning) Mrs J.P. Busby
The Employment Solicitor Mrs J. Rowe

Terms of Reference:

1. To oversee the development of new Human Resources policy and related procedures.
2. To monitor progress towards strategic aims and objectives in the personnel area.
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 staff training and development policy and for monitoring the University’s staff training and development programme.

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

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

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

Committee of Deans 02/283
Statute XXXIII: Panels

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

Chair of either the Tribunal or the Grievance Committee

Mr H.W.A. Palmer 31.7.2014
Mr S.P. Sherman 31.7.2016
Mr R. Dwyer 31.7.2015
Mr S. Hawker 31.7.2016
Dame Moira Gibbs 31.7.2016
One vacancy

Tribunal

Appointed by the Council

Mr S. Hawker 31.7.2016
Mr H.W.A. Palmer 31.7.2014
Mr S.P. Sherman 31.7.2016
Dr P.R. Preston 31.7.2014
Ms S.M. Woodman 31.7.2014
Mr I.P. Smith 31.7.2015
One vacancy

Appointed by the Senate

Professor C.J. Hilson 31.7.2014
Professor A. Ghobadian 31.7.2016
Professor G. Brooks 31.7.2016
Professor J.C. Bignell 31.7.2014
Professor R.A. Rastall 31.7.2014

Grievance Committee

Appointed by the Council

Mr R.E.R. Evans 31.7.2014
Sir John Sunderland 31.7.2014
Ms S.M. Woodman 31.7.2014
Dr P.R. Preston 31.7.2014
Mr S.C.C. Pryce 31.7.2016
Vacancy

Appointed by the Senate

Professor M.G. Fulford 31.7.2014
Professor S.J. Graham 31.7.2015
Professor C.J. Hilson 31.7.2015
Dr B. Cosh 31.7.2016
Professor A.C. Williams 31.7.2015

**Appeal Body**

*Appointed by the Council*

- Dr P.A. Erskine 31.7.2016
- Mr I.P. Smith 31.7.2015
- Ms S. Webber 31.7.2015
- Mr S.C.C. Pryce 31.7.2016

*Appointed by the Senate*

- Professor R. Auchmuty 31.7.2016
- Professor H.M. Colquhoun 31.7.2015
- Professor G.R. Gibson 31.7.2016
- Professor C.M.S. Sutcliffe 31.7.2016
- Professor K.M. Bryden 31.7.2014

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

*Terms of Reference:*

See Ordinance XXXIII

(C94/26, C94/29, C98/56)
(C01/26)

**Strategy and Finance Committee**

The normal period of tenure is three years.

*Ex officio*

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

*Four other lay members of the Council*

- Mr R. T. Bartlam 31.7.2014
- Mr R.E.R. Evans 31.7.2014
- Mr H.W.A. Palmer QC 31.7.2014
Secretary: The University Secretary (Mr K.N. Hodgson)

In attendance

The Chief Operating Officer
The Head of University Administration

Terms of Reference:

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

   Ex officio

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

   Elected Members

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

2. The University Secretary shall be secretary of the Committee; the Deans of the Faculties, the Head of University Administration, the Director of Estates and Facilities Management, the Chief Operating Officer, the Director of External Affairs and the Director of Student, Learning and Teaching Services shall have the right of attendance.

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

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

5. The quorum for meetings of the Strategy and Finance Committee (which has twelve members of whom seven are lay) be six members of whom four must be lay.

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

   (a) Finance

   It shall be responsible for:

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

(b) Estates

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

(c) Academic and Institutional Plan

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

(d) Services

It shall have responsibility for:

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

(e) Risk

It shall have responsibility for the overall risk profile of the University and for monitoring such specific rules as shall be assigned to it within the Universities Risk Requirements.

(f) Other Matters

It shall be responsible for such other matters as are referred to it by the Council.
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)*  
Vice-President of the Council  
Mr R. Dwyer  
The Chief Operating Officer  
Mr D.C.L. Savage  
The Director of Human Resources  
Mr J.J. Brady

*Member Nominated Trustees*

Mrs V. Davis  
Vacancy  
Mrs S. Mott

*In Attendance*

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

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

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

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

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

**Investments Committee**

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

Mr R.E.R. Evans  
31.7.2014

*Ex officio*

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

Appointed by the Strategy and Finance Committee

Mr T. Bartlam 31.7.2014

Co-opted member

Mr D. Sleath 31.7.2016

Secretary: The Director of Finance

In attendance

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.
Committee on Strategy for Student Recruitment, Academic Provision and Marketing

Ex officio

The Pro-Vice-Chancellor (Teaching and Learning) (Chair)
The Pro-Vice-Chancellor (International and External Engagement)

The Deputy Vice-Chancellor
The Deans of the Faculties
The Associate Deans (Teaching and Learning)

By invitation

Head of University Administration
Dean of Postgraduate Research Studies
A representative from Planning Support
Director of Student, Learning and Teaching Services
Head of Financial Planning and Analysis
Head of Admissions and Applicant Relations
Community and Development Office of the Students’ Union
The Provost of University of Reading Malaysia (alternate: The Vice-Provost of University of Reading Malaysia)

Secretary: Appointed by the Head of University Administration

Terms of Reference:

1. To agree and set targets for all student numbers in Schools/Departments
2. To monitor how well schools and departments perform against the students numbers set by STRAM
3. To approve new programme proposals
4. To approve programme withdrawals
5. To consider future markets/subject areas/countries/modes of delivery that the University might wish to develop
6. 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
7. To determine the pricing of undergraduate, taught postgraduate and postgraduate research programmes, including work placements and modern languages/study abroad years
8. To recommend to University Executive Board any particular inclusions in standard fee
packages over and above the distinctive offering

9. To monitor the effectiveness of activities and strategies for on-going marketing and communications activities in relation to all areas of student recruitment

10. To consider the effectiveness of bursary and scholarship schemes on recruitment and the marketing profile of the University

11. To agree the widening participation strategy for the University and to agree the Access Agreement and targets for widening participation set by the Group on Widening Participation

12. To report to University Executive Board and to liaise with other boards and committees as appropriate.

Sub-group on Fees, University Bursaries and Scholarships

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Student Learning and Teaching Services (Chair)</td>
<td>A. Cheshire</td>
</tr>
<tr>
<td>Head of Admissions and Applicant Relations (or their nominee)</td>
<td>Dr C. Edgar</td>
</tr>
<tr>
<td>Director of the Reading International Office or their nominee</td>
<td>Mrs S. Myles</td>
</tr>
<tr>
<td>Director of Fundraising and Supporter Development (or their nominee)</td>
<td>K. Wilson</td>
</tr>
<tr>
<td>Director of Student Recruitment and Outreach</td>
<td>Ms C. Singleton</td>
</tr>
<tr>
<td>The Head of RISIS or their nominee</td>
<td>Dr R.J. Crabtree</td>
</tr>
<tr>
<td>An Associate Dean (Teaching and Learning)</td>
<td>Mr R. Gibbard</td>
</tr>
<tr>
<td>Director of Campaigns and Supporter Engagement</td>
<td>Mr S.P.R. Horan</td>
</tr>
<tr>
<td>Head of Financial Planning and Analysis</td>
<td>Ms S. Barlett</td>
</tr>
<tr>
<td>Student Financial Support Team Leader</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Head of the Doctoral Research Office</td>
<td>Mr J. Lloyd</td>
</tr>
</tbody>
</table>

Secretary: Ms D. Hobbs

Group on Widening Participation

Ex Officio

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Dean of the Faculty of Science (Chair)</td>
<td>Professor G. Martson</td>
</tr>
<tr>
<td>The Community and Development Officer of the Students’ Union</td>
<td>Ms K. Ashford</td>
</tr>
<tr>
<td>Two Associate Deans (Teaching and Learning)</td>
<td>Dr O.B. Kennedy</td>
</tr>
</tbody>
</table>

In attendance

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Student, Learning and Teaching Services</td>
<td>A. Cheshire</td>
</tr>
<tr>
<td>Head of Student Development and Employability</td>
<td>Ms C.J. Singleton</td>
</tr>
<tr>
<td>Director of Student Recruitment and Outreach</td>
<td>Ms M. Wood</td>
</tr>
<tr>
<td>Director of Planning Support (or their nominee)</td>
<td>Dr C. Edgar</td>
</tr>
<tr>
<td>Head of Admissions and Applicant Relations</td>
<td></td>
</tr>
<tr>
<td>Student Financial Support Manager</td>
<td>Ms M. Misslebrook</td>
</tr>
<tr>
<td>Head of Financial Planning and Analysis</td>
<td>Ms L. Poplett</td>
</tr>
<tr>
<td>Access and Recruitment Officer</td>
<td>Professor A. MacDonald</td>
</tr>
<tr>
<td>Professor of Science Engagement</td>
<td>Dr E. McCrum</td>
</tr>
<tr>
<td>Institute Director of Teaching and Learning (IE)</td>
<td></td>
</tr>
<tr>
<td>A School Director of Outreach</td>
<td></td>
</tr>
</tbody>
</table>
Students’ Union: “independent person” to investigate and report on complaints from students under paragraph 25 of the Students’ Union Code of Practice

Dr J.C.F. Hayward 31.7.2014

Students’ Union Liaison Committee

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

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

Terms of Reference

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

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

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

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

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

Students’ Union: Trustee Board

Sabbatical Officers, 2013-2014

The President Mr M. Kelleher
Support Services Policy Committee

A Vice-President of the Council (Chair) Mr R. Dwyer 31.7.2015
The President of the Students’ Union (or nominated alternate) Mr M. Kelleher 31.7.2014
One Pro-Vice-Chancellor Professor G. Brooks 31.7.2014
One Dean Professor R.H. Ellis 31.7.2016

Four further lay members of Council

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

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

In attendance

The Chief Operating Officer

Terms of Reference:

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

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

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

2. The Director of Student, Learning and Teaching Services shall be Secretary of the Committee.

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

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

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

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

(a) **Services**

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

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

   (ii) The Careers Advisory Board;

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

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

   (v) The Residences Management Committee;

   (vi) The Sports Management Committee;

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

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

(b) **Complaints, Conduct and Discipline**

   The Committee shall discharge the Council’s responsibility in respect of the following:
(i) The Complaints Committee to which it shall appoint a lay member if the Council as Chair;

(ii) The Standing Disciplinary Committee to which it shall appoint one member of the Council and one alternate;

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

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

**University Executive Board**

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

**Secretary:** Ms L.V. Sharman

**Terms of Reference:**

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

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

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

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

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

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

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

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

Ex officio

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

Secretary: The University Secretary

University Farms Board

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

Ex officio

The Dean of the Faculty of Life Sciences Professor R.H. Ellis
The Head of the School of Agriculture, Policy and Development Professor M.J. Gooding
The Head of the Department of Agriculture (if not already a member) or another academic member of the School
The Director of Animal Science Research Group
The Chief Operating Officer

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

Mr D. Homer 31.7.2015
Mr J. Kent 31.7.2015

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

Secretary: The Chief Operating Officer (for whom Dr S.E. Mealor acts)

Terms of Reference:

1. To keep under review the University’s farming activities as carried out at Sonning and AVRG Farms, bearing in mind the University’s overall interest and, in particular, its Mission Statement [1]

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

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

4. To keep under review the staffing arrangement for each farming operation and advise the Head of School accordingly.
5. To make recommendations and report to the Strategy and Finance Committee as required.

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

Ex officio

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

31.7.2014

One member of the Senate appointed by the Senate

Dr B. Cosh

31.7.2014

Five members of the Reading Association of the UCU

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

Four other members of the Reading Association
To be confirmed

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

Right of attendance

The Director of Human Resources
Mr J.J. Brady

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

Terms of Reference:

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

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

University representatives

- The Dean of the Faculty of Life Sciences (Chair) - Professor R.H. Ellis
- The Director of Human Resources - Mr J.J. Brady
- The University Secretary - Mr K.N. Hodgson
- The Deputy Director of Human Resources - Mrs R.C. Busby

Five UNISON representatives

Secretary: Mr A.J. Twyford

Terms of Reference:

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

Reports to the Strategy and Finance Committee.

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

University/UNITE: Joint Technical Staff Committee

Four University representatives

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

Five UNITE representatives and alternates

Secretary: Mr A.J. Twyford

Terms of Reference:

1. To negotiate on matters relating to terms and conditions of employment including the local implementation of terms and conditions as provided under national agreements except that such matters as are, or become, the subject of national negotiations, will not be matters for local negotiations.
2. To discuss and provide a means of consultation on any matters concerning the Technical and Computer Operating Staffs of the University.

3. To receive appropriate information.

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

Reports to the Strategy and Finance Committee.

(C3835)
(C4382)
Representatives of the University

Representative Trustee

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

Representatives on Educational and Other bodies

University Courts

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

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

Court of the University of Surrey
Professor P. Glaister 30.6.2014

Other Bodies

NFU/Unigate Scholarship Fund Advisory Group
Normal period of tenure – three years

Reading Adult and Community College Advisory Group
Normal period of tenure – no period given
Dr P.E. Woodman

Southern Universities’ Management Services
Normal period of tenure – no period given
The Vice-Chancellor (ex officio) from 3.1979
The Chief Operating Officer

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

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

Committee Membership of Lay Members of Council

Mr T. Bartlam (31.7.2014)

Audit Committee
Discipline: Disciplinary Appeals Committee
Investments Committee
Strategy and Finance Committee

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

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

Dr P.A. Erskine (31.7.2016)

Honorary Degrees: Joint Standing Committee of the Council and Senate
Statute XXXIII Panel – Appeal Body

Mr R.E.R. Evans (31.7.2014)

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

Mr C.C. Fisher – President of the Council (31.7.2015)

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

Dame Moira Gibb (31.7.2016)

Discipline: Standing Disciplinary Appeals Committee
Statute XXXIII Panel - Panel of Chairs

Mr S. Hawker (31.7.2016)
Appointments Committee
Audit Committee
Remuneration Committee
Statute XXXIII Panel – Panel of Chairs; Tribunal
Strategy and Finance Committee

Mr H.W.A. Palmer QC (31.7.2014)
Discipline: Disciplinary Appeals Committee (Substitute member)
Statute XXXIII Panel – Panel of Chairs; Tribunal Committee
Strategy and Finance Committee

Dr P.R. Preston (31.7.2014)
Audit Committee
Complaints Committee
Statute XXXIII Panel – Tribunal; Grievance
Support Services Policy Committee

Mr S.C.C. Pryce (31.7.2016)
Statute XXXIII Panel – Grievance Committee, Appeal Body

Mr S.P. Sherman (31.7.2016)
Appointments Committee
Audit Committee (Chair)
Discipline: Disciplinary Appeals Committee (Substitute member)
Remuneration Committee
Statute XXXIII Panel – Panel of Chairs; Tribunal Committee

Mr I.P. Smith (31.7.2015)
Arts: Joint Standing Committee of Council and Senate
Audit Committee
Statute XXXIII Panel – Tribunal; Appeals
Investments Committee

Sir John Sunderland (31.7.2014)
Statute XXXIII Panel – Grievance Committee

Ms S.M. Woodman, Vice-President of Council (31.7.2014)
Appointments Committee
Campaign Strategy Group
Honorary Degrees: Joint Standing Committee of the Council and Senate
Remuneration Committee (Chair)
Statute XXXIII Panel – Tribunal; Grievance Committee
Support Services Policy Committee
Appendix 2

Terms of Office

Deputy Vice-Chancellor

Professor T.A. Downes 31.7.2014

Pro-Vice-Chancellors

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

Deans of the Faculties

Faculty of Arts, Humanities and Social Science
Professor G.H. Tucker 31.7.2015

Henley Business School
Professor J. Board

Faculty of Life Sciences
Professor R.H. Ellis 31.7.2016

Faculty of Science
Professor G. Marston 31.7.2015

Faculty Directors of Research

Faculty of Arts, Humanities and Social Science
Professor G.H. Tucker 31.7.2015

Henley Business School
Professor V.A. Gibson

Faculty of Life Sciences
Professor R.H. Ellis 31.7.2016

Faculty of Science
Professor G. Marston 31.7.2015

Associate Deans (Teaching and Learning)

Faculty of Arts, Humanities and Social Science (co-Director)
Dr D.M. Carter 31.7.2015

Faculty of Arts, Humanities and Social Science (co-Director)
vacancy 31.7.2015

Henley Business School
Mr R. Gibbard 31.7.2015

Faculty of Life Sciences
Professor J.R. Park 31.7.2015

Faculty of Science
Dr O.B. Kennedy 31.7.2014

Heads of Schools

Faculty of Arts, Humanities and Social Science
School of Arts and Communication
Professor J.C. Bignell 31.7.2016

Design
Institute of Education
Professor A.C. Goodwyn 31.7.2015

School of Humanities
Professor P.J. Stratton-Lake 31.7.2015

School of Law
Professor C.J. Hilson 31.7.2014
School of Literature and Languages
School of Politics, Economics and International Relations

Henley Business School
Business Informatics, Systems and Accounting
International Business and Strategy
The International Capital Markets Association Centre
Leadership, Organisations and Behaviour
Marketing and Reputation
Real Estate and Planning

Faculty of Life Sciences
School of Agriculture, Policy and Development
School of Biological Sciences
School Chemistry, Food and Pharmacy
School of Psychology and Clinical Language Sciences

Faculty of Science
School of Construction Management and Engineering
School of Archaeology, Geography and Environmental Science
School of Mathematical and Physical Sciences
School of Systems Engineering