



University of Reading

Committee List 2021-22

February 2022

Version	Date	Author	Amended
1	18-10-2021	Caroline Redzikowska	
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The Court

The Chancellor
The Members of the Council
The Members of the Senate
University Officers
Students' Union Officers and Representatives
Leadership Group
Research Contacts
Business and Industry Contacts
MPs
Regional Dignitaries
Representatives from local and regional organisations
Education Contacts
Representatives Group of Honorary Graduates
Members of College of Benefactors
Representative Group of Alumni and Donors
University Supporters

The Council

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

Class 1: Ex officio

The Vice-Chancellor
The Deputy Vice-Chancellor
Three Pro-Vice-Chancellors selected in accordance with Ordinance
PVC Education and Student Experience - Professor Elizabeth McCrum
PVC Academic Planning and Resource - Professor Mark Fellowes
PVC Research and Innovation - Professor Dominik Zaum
The Dean of the Henley Business School

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

Tom Beardmore-Gray (<i>Vice-President of Council</i>)	31.07.2023
Sian Butler	31.07.2023
Kevin Corrigan	31.07.2022
Penny Egan	31.12.2024
Helen Gordon (<i>Vice-President of the Council</i>)	31.07.2023
Sue Maple	31.07.2022
Peter Milhofer	31.07.2022
Lola Moses	31.07.2023
Kate Owen (<i>Vice-President of the Council</i>)	31.07.2024
Sally Plank	31.07.2023
Dr Paul R. Preston (<i>President of the Council</i>)	31.07.2022
Simon C.C. Pryce	31.07.2022
Nigel Richards	31.07.2022
Dr Christopher Shaw	31.12.2022

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

Professor Uma Kambhampati	05.02.2023
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Class 4: One member of the Senate not being a registered student of the University to be appointed by the Senate.

Professor Richard Frazier	31.07.2023
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Class 5: One member of the Academic Staff of the University elected from among their own number in such manner and under such conditions as are prescribed by the Council for the election of members of the Academic Staff to the Senate under Ordinance A1.

Professor Jonathan Gibbins	31.07.2023
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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.

James Magee	31.12.2022
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Class 7: Two Officers of the Students' Union and two alternates as determined from time to time by the Council after consultation with the Students' Union.

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

Alternates

Education Officer of the Students' Union
Activities Officer of the Students' Union

Secretary: The University Secretary (for whom Keith Swanson acts)

Sub-Committees of the Council

Appointments and Governance Committee

<i>Ex officio</i>			
	The President of the Council	Dr Paul R Preston (<i>Chair</i>)	31.07.2022
	The Vice-Chancellor	Professor Robert Van de Noort	
	One Pro-Vice-Chancellor	Professor Parveen Yaqoob	
	One internal member of the Council, not being a member of the University Executive Board	James Magee	
<i>Four other lay members of Council</i>			
		Helen Gordon	31.07.2023
		Sue Maple	31.07.2022
		Kate Owen	31.07.2024
<i>By invitation</i>			
		Tom Beardmore-Gray	31.07.2023
<i>Secretary</i>	The University Secretary (for whom Louise Sharman acts)		
<i>By invitation</i>	To be determined by the Chair.		
<i>Terms of Reference:</i>			
1.	The Committee shall consist of the following voting members:		
	<i>Ex officio</i>		
		The President of the Council	
		The Vice Chancellor	
	<i>Elected members</i>		
		One Pro-Vice-Chancellor appointed by Council	
		One Dean appointed by Council	
		Four members of Council, not being employed or registered students of the University, appointed by Council, each to serve for three years. These members shall be eligible to serve for two consecutive terms but not more.	
2.	The University Secretary shall be Secretary of the Committee.		
3.	The Committee shall report to the Council and, where appropriate, to the Senate and to the Strategy and Finance Committee.		
4.	It shall normally meet at least once in each term.		
5.	The quorum for meetings of the Committee (which has eight members, of whom five are Lay) shall be four members, of whom three must be Lay.		
6.	The functions of the Committee shall be as follows		
	(a)	Non-financial aspects of staffing matters	
		The Committee shall discharge the Council’s responsibilities in respect of:	
		(i)	Committees of Selection;
		(ii)	Panels appointed to hear the Appeals against decisions of the Personal Titles Committee;
		(iii)	Consideration of governance arrangements in the round, including but not limited to those encapsulated in the CUC Code of Practice for HE, or any successor Code, and matters of diversity and inclusion.

	(b)	Nominations Committee
		The Committee shall take to itself, as a discrete element within its meetings, the functions of the Nominations Committee.
	(c)	Risk
		The Committee shall monitor such risks as may be assigned to it within the University's Risk Register.

Audit Committee

Four lay members of the Council			
	Nigel Richards (<i>Chair</i>)		31.07.2022
	Sian Butler (from 01.12.2020)		31.07.2023
	Peter Milhofer		31.07.2022
	Christopher Shaw		31.07.2023
No fewer than two/ no more than three further lay members appointed by the Council, not necessarily from its own number:			
	Steve Sherman		31.07.2022
	Luke Holt		31.12.2022
Right of Attendance			
	The President of the Council		31.07.2022
By Invitation			
	The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)		
	The Chief Financial Officer		
	Director of Internal Audit Services		
	Director of Finance		
Secretary:	The University Secretary (for whom Louise Sharman acts)		
Terms of Reference:			
Constitution			
1.	The Council has established a committee of the Council known as the Audit Committee.		
Scope			
2	It is the role of the Audit Committee to advise and assist the governing body in respect of the entire assurance and control environment of the institution.		
Membership			
3.	The Audit Committee shall comprise		
	(a)	A Chair appointed by the Council from among its members.	
	(b)	Six or seven other members appointed by the Council (including the Chair) at least four of whom to be from among its members.	
4.	The University Secretary shall be Secretary to the Committee		
5.	A quorum shall be three members.		
Restrictions			
6.	(a)	At least two members should have recent and relevant experience in finance, accounting or auditing.	
	(b)	Members should not have significant interests in the University, or its regulators.	
	(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 Office for Students (OfS) under the terms of paragraph 50 of Annex B of the Model Financial Memorandum.	
Attendance at meetings			
7.	The following have a right of attendance at meetings:		
		The President of Council	
Frequency of meetings			

8.	Meetings shall normally be held four times each financial year. The Chair may call a meeting at any time, including solely with members of the Committee. The external auditors or the Director of Internal Audit Services may request a meeting if they consider it necessary	
Authority		
9.	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.	
10.	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 £30,000 without the prior approval of the Council.	
11.	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, for onward transmission to the Regulator.	
Duties		
12.	The duties of the Committee shall be:	
	(a)	To recommend to the Council on the appointment of the external auditors.
	(b)	To approve the process for the appointment of the external auditors, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.
	(c)	To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.
	(d)	To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
	(e)	To recommend to the Council on the appointment and terms of engagement of the internal audit service (and the Director of Internal Audit Services, if applicable), the provisions of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.
	(f)	To approve the internal auditors' audit risk assessment and strategy; to consider major findings of internal audit investigations and be satisfied by management's response, and to be assured that recommendations are implemented in a timely manner; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the University's needs (or make a recommendation to the Council as appropriate).
	(g)	To keep under review the effectiveness of: risk management, control, and governance arrangements; economy, efficiency and effectiveness (value for money); and data assurance. In particular to review the external auditors' management letter, the internal auditors' annual report, and management responses.
	(h)	To monitor the implementation of agreed audit-based recommendations, from whatever source.
	(i)	To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the Accounting Officer, have been informed.

	(j)	To approve the University's policy on fraud and irregularity, including being notified of any action taken under that policy.
	(k)	To satisfy itself that suitable arrangements are in place to ensure the sustainability of the institution and to promote economy, efficiency and effectiveness. This may include consideration of arrangements that: <ul style="list-style-type: none"> (i) Support the culture and behaviour that is prevalent within the institution (ii) Ensure the effective management of conflicts of interest (iii) Enable the appointment of "fit and proper persons" to the governing body and senior executive positions.
	(l)	To satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies
	(m)	To receive any relevant reports from the National Audit Office, the OfS and other organisations.
	(n)	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.
	(o)	To monitor other relevant sources of assurance, for example other external reviews
	(p)	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 Accounts Directions as determined by OfS.
	(q)	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.
	(r)	To review letter(s) of representation requested by the external auditors in relation to the financial statements for approval by the Council.
	(s)	To approve for recommendation to the Council the University's Whistleblowing Policy, and to monitor and report on statistics on whistleblowing.
	(t)	To review the Committee's own activities, compliance and effectiveness normally on a four-yearly cycle.
Reporting Procedures		
13.	The Committee will report after each meeting to the Council.	
14.	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 recommend to the Council and designated officer for submission to the OfS, 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:	
	<ul style="list-style-type: none"> • 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); 	
	<ul style="list-style-type: none"> • sustainability, economy, efficiency and effectiveness (value for money). 	

Honorary Degrees: Joint Standing Committee of the Council and Senate

	The normal period of tenure is two years.	
<i>Ex officio</i>		
	The Vice-Chancellor (<i>Chair</i>)	
<i>Appointed by the Council</i>		
	Penny Egan	31.12.2024
	Helen Gordon	31.07.2023
	Dr Paul R Preston	31.07.2022
<i>Appointed by the Senate</i>		
	Professor John Board	31.07.2023
	Professor Lorraine Farrelly	31.07.2023
	Professor Cathy Tissot	31.07.2022
	Professor Katrina Bicknell	31.07.2024
	Professor Amy Smith	31.07.2024
<i>Secretary</i>	The University Secretary (for whom Louise Sharman acts)	
<i>Terms of Reference</i>		
	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.	

Investments Committee

<i>Chair (a lay member of the Council, normally a member of the Strategy and Finance Committee)</i>		
	Kevin Corrigan	31.07.2022
<i>Ex officio</i>		
	The President of the Council	31.07.2022
	The Vice-Chancellor	
	The Deputy Vice-Chancellor	
	The Chief Financial Officer	
<i>Appointed by Council</i>		
	Peter Milhofer	31.07.2022
	Andrew Beshaw (from 01.11.2020)	31.10.2023
<i>Co-opted member</i>		
	Paul Lewis	31.07.2022
<i>Secretary</i>	Louise V. Sharman (who acts on behalf of the University Secretary)	
<i>In attendance</i>		
	Pro-Vice Chancellor (Academic Planning and Resource)	
	The Director of Finance	Andrew Grice
	The Director of Estates	Andrew Casselden
<i>Terms of Reference:</i>		
1.	To provide oversight and governance over a portfolio of UoR investment assets as defined by the Strategy and Finance Committee on recommendation of the University Executive Board	
2.	To have oversight over those defined assets in order best to deliver the long term capital returns and income requirements as communicated by the Strategy and Finance Committee on recommendation of the University Executive Board	
3.	To determine the optimal asset allocation between land, property, gilts, bonds, equities and other asset classes in order to meet the required return within the UoR risk appetite as communicated to it by Strategy and Finance, and monitor the implementation of that allocation	
4.	To appoint monitor and terminate if necessary agents, investment managers and other advisors to act for the University	
5.	To keep under review any risks on the University corporate risk register in which the Committee has an interest	
6.	To report to the Council through the Strategy and Finance Committee	
7.	To meet at least three times per year	
8.	To have a quorum of five members, at least three of whom must not be employees of the University	
9.	To undertake other such matters as are referred to it by the Council, or by the Strategy and Finance Committee on behalf of the Council	

Remuneration Committee

<i>Ex officio</i>			
	The President of the Council	Dr. Paul R Preston	31.07.2022
	A Vice-President of the Council	Tom Beardmore -Gray (Chair)	31.12.2023
<i>Three other lay members of the Council</i>			
		Kate Owen	31.07.2024
		Sue Maple	31.07.2022
		Vacancy	
<i>By Invitation</i>			
	A Vice-President of the Council	Helen Gordon	
	The Vice-Chancellor		
	The Director of Human Resources	John Brady	
<i>Secretary</i>	The University Secretary (for whom Louise Sharman acts)		
<i>Terms of Reference:</i>			
The Remuneration Committee was established by the Standing Committee in October 1995 in light of the <i>Guide for Members of Governing Bodies of Universities and Colleges in England and Wales</i> published by the Committee of University Chairs.			
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 five members of whom five are lay) be three lay members.			
<i>Terms of Reference</i>			
1.	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;		
2.	To consider and decide upon the terms of any severance or early retirement arrangements for any senior staff of the University and to report to the Council on any such arrangement. (For this purpose “Senior Staff” is defined as those earning more than £100,000 per year, save that staff earning less than £100,000 per year should not necessarily be excluded from its consideration when it was felt to be appropriate by the President and Vice-Chancellor).		
3.	To receive reports on all severance payments if the cost to the University is over £10,000 and to be consulted through the President if the potential cost exceeds £30,000. The Committee to agree severance arrangements in excess of £95,000 including early retirement charges.		
4.	To report to Council on matters relating to employment policy, including but not limited to employment policies as defined by Ordinance.		
5.	In respect of the remuneration of Professors, the Remuneration Committee shall follow the procedures agreed as part of the Professorial Salary Review Scheme; and in respect of Senior Staff it shall follow the procedures agreed as part of the Senior Staff Salary Review Scheme.		

Professorial Annual Review Advisory Group

The Deputy Vice-Chancellor (<i>Chair</i>)		
The Pro-Vice-Chancellors		Professor Peter Miskell Professor Mark Fellowes
Dean of Diversity and Inclusion		Dr Allan Laville
Director of Human Resources		John Brady
<i>In attendance:</i>		
Heads of School		
One Lay member of the Remuneration Committee		Sue Maple
<i>Secretary</i>	Sarah Ceato (Appointed by the Director of Human Resources)	

Senior Staff Salaries Advisory Group

	The Chief Strategy Officer and University Secretary (<i>Chair</i>)	
	The Pro-Vice Chancellors	Professor Elizabeth McCrum Professor Mark Fellowes Paul Inman Professor Dominik Zaum
	The Director of Human Resources	
	The Chief Financial Officer	
	Dean for Diversity and Inclusion	Dr Allan Laville
<i>In Attendance</i>		
	One Lay member of the Remuneration Committee	Sue Maple
<i>Secretary</i>	Sarah Ceato (Appointed by the Director of Human Resources)	

Strategy and Finance Committee

The normal period of tenure is three years.			
Ex officio			
	The President of the Council (Chair)		31.07.2022
	The Vice-Presidents of the Council	Tom Beardmore-Gray	31.07.2023
		Kate Owen	31.07.2024
		Helen Gordon	31.07.2023
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Pro-Vice-Chancellors	Professor Mark Fellowes Professor Peter Miskell Paul Inman Professor Dominik Zaum	
Three other lay members of the Council			
		Penny Egan	31.12.2024
		Simon C.C Pryce	31.07.2022
		Kevin Corrigan (from 01.12.2020)	31.07.2022
Secretary:	The University Secretary (for whom Keith Swanson acts)		
In attendance			
	The Chief Financial Officer		
Terms of Reference:			
1.	The Strategy and Finance Committee shall consist of the following voting members:		
	Ex officio		
		The President of the Council	
		The Vice-Presidents of the Council	
		The Vice-Chancellor	
		The Deputy Vice-Chancellor	
		The Pro-Vice-Chancellors	
	Elected Members		
		Four members of the Council, not being employees or registered students of the University, elected by the Council, each to serve for three years. These members shall be eligible to serve for two consecutive terms but not more.	
2.	The Chief Strategy Officer and University Secretary shall be Secretary of the Committee; The Chief Financial Officer shall have the right of attendance.		
3.	The Committee shall report to the Council and, where appropriate, to the Senate.		
4.	It shall normally meet four times a year, at least once in each term.		
5.	The quorum for meetings of the Strategy and Finance Committee shall be six members of whom four must be lay.		
6.	The functions of the Strategy and Finance Committee shall be as follows:-		
	(a)	Finance	
	It shall be responsible for:		

	(i)	Preparing forward financial plans supporting the University Corporate Plan for approval by the Council;
	(ii)	Recommending to the Council and implementing general financial Policy, including the Treasury policy;
	(iii)	Controlling the overall distribution of financial and other resources;
	(iv)	Recommending annual budgets to the Council
	(v)	Having oversight of annual income and expenditure, self-financing units and cash flow;
	(vi)	Having oversight of, and authorising significant financial dealings with outside bodies, including any fundraising appeals;
	(vii)	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;
	(viii)	Financial considerations relating to staff employment (including pension arrangements and promotions) except where the Council has explicitly directed otherwise;
	(ix)	Subsidiary companies and other shareholdings either by the University or a subsidiary company;
	(x)	Trusts, save where the Council has appointed another Committee to have responsibility;
	(xi)	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.
		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 monitoring such specific risks as shall be assigned to it within the University' Risk Register.
	(f)	Other Matters
		It shall be responsible for such other matters as are referred to it by the Council. Unless instructed otherwise by the Council the Committee may delegate business and, where appropriate, power of decision to its Sub-Committees and to the University Executive Board. The Committee shall at all times operate within the guidelines of policy agreed by the Council.

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

<i>University Appointed Trustees</i>		
	<i>(Chair)</i>	Joanne Livingstone
		Steve Sherman
	Director of HR	John Brady
<i>Member Nominated Trustees</i>		
		Dr Kris Hamer
		Mark Taylor
		Sue Mott
<i>Employer Representative</i>		
		Claire Rolstone
<i>Secretary</i>	The Pensions Officer (for whom Heike Burnell acts)	

UREPF Governance Sub-Committee

	<i>(Chair)</i>	Joanne Livingstone
		Sue Mott
		Mark Taylor
<i>In attendance</i>		
	Employer Representative	Claire Rolstone
	The Pensions Officer	Stephanie May
<i>Secretary</i>	The Pensions Officer (for whom Tracey Timms/ Heike Burnell act)	

UREPF Investment Sub-Committee

	<i>(Chair)</i>	Steve Sherman
	Chair of the Board of Trustees	Joanne Livingstone
		Sue Mott
		Mark Taylor
		Dr Kris Hamer
	Director of HR	John Brady
<i>In attendance</i>		
	The Pensions Officer	Stephanie May
<i>Secretary</i>	The Pensions Officer (for whom Heike Burnell acts)	

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

	(Chair)	Joanne Livingstone
	Two University appointed Trustees	Vacancy
		John Brady
	Member nominated Trustees	Lisa Stone
		Eva van Herel
	Employer Representative	Claire Rolstone
Secretary	The Pensions Officer (for whom Tracey. Timms acts)	

URPS Governance Sub-Committee

	(Chair)	Joanne Livingstone
		John Brady
		Eva van Herel
<i>In attendance</i>		
	Employer Representative	Claire Rolstone
	The Pensions Officer	Stephanie May
<i>Secretary</i>	The Pensions Officer (for whom Tracey Timms/Heike Burnell act)	

Student Experience Committee

Membership			
Chair (a lay member of the Council)			
	Vice-President of the Council (Chair)	Kate Owen	31.07.2024
	Lay Member of Council	Tom Beardmore-Gray	31.07.2023
	Lay Member of Council	Penny Egan	31.12.2024
	Lay Member of Council	Dr Christopher Shaw	31.12.2022
	Lay Member of Council	Lola Moses	31.07.2023
	Pro Vice Chancellor appointed by Council	Professor Elizabeth McCrum Professor Peter Miskell	
	President of the Students' Union		
	Welfare Officer of the Students' Union		
	Diversity Officer of the Student's Union	Vacancy	
	Education Officer of the Students' Union		
	Activities Officer for Students' Union		
By co-option: * at least one of whom should normally be an international student			
	A Postgraduate (Taught) Student *	1 year term, renewable for 1 further year.	
	A Postgraduate (Research) Student*		
In attendance:			
	Director of Student Welfare and Academic Services, University of Reading Malaysia	Nandan Ramachandran	
	PVC (Academic Planning and Resource)	Professor Mark Fellowes	
	Director of Student Services or nominee	Dr Paddy E Woodman	
	Teaching and Learning Dean appointed by the Council.	Professor Clare Furneaux	
	Dean for Diversity and Inclusion	Dr Allan Laville	
	Student Communications Business Partner	Jennifer Rich	
	Chief Executive, RUSU	Ryan Bird	
Secretary	Keith H. Swanson (appointed by the University Secretary)		
Invitations will be made from time to time to other staff or student representatives for specific items.			
Terms of Reference:			

<i>The purpose of the Committee is to ensure that there is an effective channel for the student voice to be heard and that it is core to governance so that the University continuously improves and develops the experience for all students and that their perspectives are well understood by Council and inform its decisions</i>		
1.	The Committee shall normally meet once in each Term, shall consider such matters as may from time to time be delegated to it by the Council, the Strategy and Finance Committee and the University Executive Board, and shall report routinely to the Council.	
2.	The quorum for meetings of the Committee shall be five members of whom at least two shall be appointees of the Council or employees of the University and at least two of whom shall be officers or employees of the Students' Union.	
3.	In general, the Committee shall:	
	(a)	advise the Council on any policy proposals that specifically affect student-focused non-academic activity with a view to ensuring that the student voice is embedded in the development of strategic and operational policy in these and related areas; and
	(b)	monitor the implementation and effectiveness of such strategies as the University might from time to time adopt in relation to the student experience.
4.	More specifically, the Committee shall exercise oversight on behalf of the Council of matters that have a bearing on the student experience including, but not limited:	
	(a)	employability and student development;
	(b)	health and wellbeing;
	(c)	sporting facilities, student societies and community activities;
	(d)	academic support activities, such as the Library, IT Services and pastoral care;
	(e)	analysis of collective feedback on the student experience;
	(f)	student conduct, discipline and complaints, primarily in dialogue with the Standing Disciplinary Committee and the Complaints Committee; and
	(g)	such other student-focused activities as the Council may from time to time determine.
5.	In particular regard to the Students' Union, the Committee shall:	
	(a)	encourage areas of synergy between the University and the Students' Union;
	(b)	keep under review the financial position of the Students' Union and, upon receipt of the Students' Union financial statements, report to the University Executive Board, the Strategy and Finance Committee and the Council any concerns about the financial affairs of the Students' Union;
	(c)	taking advice from University Executive Board, determine on behalf of the Council, the Students' Union Block Grant for the forthcoming financial year;
	(d)	report to the Council any matter relating to the Students' Union Constitution, including any regarding the review of the Constitution required under the Students' Union Code of Practice and to frame appropriate recommendations; and
	(e)	monitor the overall financial and non-academic relationship between the Students' Union and the University and, where necessary, bring forward any recommendations for changes to that relationship.

The Senate

Ex officio			
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Pro-Vice-Chancellors		
Deans Postgraduate Research Studies; Diversity and Inclusion			
	Professor Adrian Williams	Postgraduate Research Studies and Researcher Development	
	Dr Allan Laville	Diversity and Inclusion	
The Research Deans			
	Professor Adrian Bell	Prosperity and Resilience	31.07.2023
	Professor Carol Wagstaff	Health	31.07.2024
Teaching and Learning Deans			
	Professor Clare L. Furneaux		31.07.2022
	Professor Katja Strohfeldt		31.07.2023
Elected by and from amongst the Heads of Schools:			
	Professor John Board	Henley Business School	31.07.2024
	Professor Phil Dash	Biological Sciences	31.07.2024
	Professor James Devenney	Law	31.07.2024
	Professor Richard Frazier	Chemistry Food and Pharmacy	31.07.2024
	Professor Simon Mortimer	Agriculture Policy and Development	31.07.2022
	Professor Helen Parish	Humanities	31.07.2024
Elected by and from amongst the Heads of Department or equivalent. Each member so elected shall hold office for up to three years and shall be re-eligible.			
	Dr Katrina Bicknell	Chemistry, Food and Pharmacy	31.07.2024
	Dr Simon Clarke	Biological Sciences	31.07.2024
	Professor Keiichi Nakata	Henley Business School	31.07.2024
	Dr John McKendrick	Chemistry, Food and Pharmacy	31.07.2024
	Professor Adrian Palmer	Henley Business School	31.07.2024
	Professor Amy Smith	Humanities	31.07.2024
	Professor Ingo Bojak	Psychology and Clinical Language Sciences	31.07.2023
	Professor Rodney Jones	English Language and Applied Linguistics	31.07.2023
	Dr Tim Lees	Built Environment	31.07.2023
Elected by and from amongst the School Directors of Teaching and Learning. Each member so elected shall hold office for up to three years and shall be re-eligible.			
	Professor Cindy Becker	Languages and Literature	31.07.2022
	Dr Sharon Sinclair-Graham	Law	31.07.2024
	Dr Tabarak Ballal	Built Environment	31.07.2024
	Dr David Marshall	Politics, Economics and International Relations	31.07.2024
	Professor David Stack	Humanities	31.07.2022
Elected by and from amongst the School Directors of Academic Tutoring: . Each member so elected shall hold office for up to three years and shall be re-eligible.			
	Professor Helen Bilton	Institute of Education	31.07.2022
	Dr Katherine Hyde	School of the Built Environment	31.07.2022

<i>Elected by and from amongst the UTFs . Each member so elected shall hold office for up to three years and shall be re-eligible.</i>			
	Dr Yota Dimitriadi	Institute of Education	31.07.2023
	Dr Karen Poulter	Mathematical Physical and Computational Sciences	31.07.2024
<i>Elected by and from amongst the Research Division Leads: . Each member so elected shall hold office for up to three years and shall be re-eligible.</i>			
	Professor Daniella La Penna	Literature and Languages	31.07.2022
	Dr Francesca Greco	Chemistry Food And Pharmacy	31.07.2022
	Professor Andrew Urquhart	Henley Business School	31.07.2022
	Professor Paul Williams	Mathematical, Physical and Computational Sciences	31.07.2022
	Dr David Field	Psychology and Clinical Language Sciences	31.07.2022
<i>Elected by and from amongst the PDRAs . Each member so elected shall hold office for up to three years and shall be re-eligible.</i>			
	Vacancy		
<i>One member of the academic staff from each school, elected by and from amongst the School: . Each member so elected shall hold office for up to three years and shall be re-eligible.</i>			
	Dr Jeanne-Louise Moys	Arts and Communication Design	31.07.2024
	Ilan G Dwek	Education	31.07.2024
	Professor Annalisa Marzano	Humanities	31.07.2024
	Vacancy	Law	
	Dr Mary Morrissey	Literature and Languages	31.07.2024
	Dr Karin Whiteside	International Study and Language Institute	31.07.2022
	Dr Shixuan Wang	Politics, Economics and International Relations	31.07.2024
	Dr Maria Vahdati	Built Environment	31.07.2022
	Dr Hong Yang	Archaeology Geography and Environmental Science	31.07.2022
	Dr Hong.Wei	Mathematical, Physical and Computational Sciences	31.07.2022
	Professor Peter Dorward	Agriculture, Policy and Development	31.07.2023
	Dr Chris Jones	Biological Sciences	31.07.2024
	Professor Becky Green	Chemistry, Food and Pharmacy	31.07.2022
	Professor Vesna Stojanovik	Psychology and Clinical Language Sciences	31.07.2023
	Dr Marris Joseph	Henley Business School	31.7.2024
<i>Five officers of the Students' Union as determined from time to time by the Senate after consultation with the Students' Union.</i>			
	The President of the Students' Union	Ben Knowles	
	The Education Officer	Bethany Nugus	
	The Welfare Officer	Grace Loweth	
	The Diversity Officer		Vacancy
	The Student Activities Officer	Amy Sheffield	

<i>Five members elected by and from amongst the registered students:</i>			
	Oscar Minto		
	Rusafa Karim		
	Drew Taylor		
	Jennifer Liddell		
	Vacancy		
<i>Right of Attendance .</i>			
	Dr Richard Messer		
	Sam Foley		
	Sally Pellow		
	Professor Wing Lam		
<i>Secretary</i>	The University Secretary (for whom Louise Sharman acts)		

University Executive Board

	The Vice-Chancellor (<i>Chair</i>)	
	The Deputy Vice-Chancellor	
	The Pro-Vice-Chancellors	
	Chief Strategy Officer and University Secretary	
	Chief Financial Officer	
<i>Secretary</i>	Louise V. Sharman (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
	Subject to the Charter and Ordinances and subject to such direction as it may from time to time receive from the Council or the Strategy and Finance Committee, the University Executive Board shall be responsible for:	
	(i)	The consideration of, and the framing of recommendation on, such policy matters as it may itself determine or as may be referred to it by the Council, Senate or Strategy and Finance Committee;
	(ii)	The consideration of, and framing of recommendations on, all matters relating to the allocation of resource, to academic and institutional planning and to the strategic direction of the research, teaching and learning, and international initiatives of the University;
	(iii)	The receipt of, and the co-ordination of responses to, all communications from the OfS and UKRI 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 Academic Probation Review Sub-Committee, the confirmation, or otherwise, of probationary appointments for Academic Staff;
	(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.	

Prevent Duty Group

	The Chief Strategy Officer and University Secretary (Prevent Lead) (<i>Chair</i>)	Dr Richard Messer
	Prevent Duty Compliance Officer	Melissa Willcox
	A Head of School	Professor Uma Kambhampati
	RUSU Activities Officer	
	RUSU Welfare Officer	
	Director of IT	Stuart Brown
	Director of HR	John Brady
	Head of Events	Kate McNaboe
	Student Welfare Manager	Elaine Miles
	Student Welfare Co-ordinator	Sue Wallace
	Director of Legal Services	Julie Rowe
	Campus Services Director	Lucy Virtue
	Director of CQSD	Keith H Swanson
By invitation		
	Prevent Regional HE/FE Coordinator, DfE	Alamgir Sheriyar

<i>Secretary</i>	Eleanor Saxon, Senior Governance Officer (appointed by the University Secretary)
<i>Terms of Reference</i>	
1	To monitor the University's activity in regard to the Prevent Duty;
2	To keep abreast of any impending new requirements under Prevent, and ensure that the University is ready to meet them;
3	To report to the University Executive Board

Academic Probation Review Sub-Committee

<i>Ex officio</i>		
	The Dean of Postgraduate Research Studies and Researcher Development (<i>Chair</i>)	Professor Adrian Williams
	The Pro-Vice-Chancellor (Education and Student Experience)	Professor Elizabeth McCrum
	Pro Vice-Chancellor (Academic Planning and Resource)	Professor Mark Fellowes
	Pro Vice-Chancellor (Research & Innovation)	Professor Parveen Yaoob
	A Dean	Professor Adrian Bell
<i>In attendance</i>		
	A representative from Human Resources	
<i>Secretary</i>		
	Sarah Ceato (appointed by the University Secretary)	

Teaching and Learning

University Board for Teaching, Learning and Student Experience

<i>Ex officio</i>		
	The Vice-Chancellor	
	The Deputy Vice-Chancellor	
	The Pro-Vice-Chancellors (Education and Student Experience)	Professor Elizabeth McCrum (Chair) Professor Peter Miskell
<i>Teaching and Learning Deans</i>		
		Professor Clare L. Furneaux
		Daniel Grant
		Louise Hague
		Professor Katja. Strohfeldt
	Chief Strategy Officer and University Secretary	Dr Richard Messer
	Academic Director (Teaching and Learning) University of Reading Malaysia	Professor Anne Vergis
	Director of Student Services	Dr Paddy E Woodman
	Dean of Postgraduate Research Studies and Researcher Development	Professor Adrian Williams
	Director of the Centre for Quality Support and Development	Keith H.S. Swanson
	The Education Officer of the Students’ Union (RUSU)	
	The Welfare Officer of the Students Union (RUSU)	
<i>By invitation</i>		
	Director of Legal Services	Julie Rowe
	Co-Chairs of the Sub-Committee on Delivery and Enhancement of Learning and Teaching	Dr Karen Poulter Dr Adrian James
<i>Secretary</i>		
	Richard Sandford, Senior Quality Support Officer (appointed by the University Secretary)	
<i>Terms of Reference</i>		
1.	Subject to the authority of the Senate and in accordance with the Strategy for Learning and Teaching to develop, regulate and co-ordinate all teaching and related study and the student experience in the University;	
2.	To implement the T&L Strategy as recommended PVC(s) (Education and Student Experience);	
3.	To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate;	
4.	To articulate with the Committee on Researcher Development and Postgraduate Research Studies and with School Management Boards	
5.	The Board shall report to the Senate of the University and to School Management Boards and Boards of Studies and Student Experience (via SDTLs). UBTLSE will report, by exception, to the University Executive Board (UEB)	

University Programmes Board

<i>Ex officio</i>		
	Co-Chairs (A Teaching and Learning Dean)	Professor Katja. Strohfeldt
		Professor Alan. Howard
	The other three Teaching & Learning Deans	Professor Clare L. Furneaux Louise Hague Daniel Grant
	A Pro-Vice-Chancellor	Paul Inman
	Director of CQSD	Keith H.S. Swanson
	Director of Legal Services or nominee	Martha Brookes
	Director of Marketing Communication and Engagement or nominee	Fiona Blair
	Director of Teaching and Learning Operations and Advice or nominee	Charlotte Coleman
	Interim Team Lead - Marketing and Campaigns	Kirsty Grant
	Senior Admissions Manager	Anthony Keeble
	Academic Director of Teaching and Learning UoRM	Professor Anne Vergis
	Teaching and Learning Officer (HBS)	Zoe Churcher
	RUSU Education Officer	
<i>Right of Attendance</i>		
	Senior Quality Support Officer	Vicky Howard
	A representative from the International Study and Language Institute	Dr Daguo Li
<i>Secretary:</i>	Rosie Brown and Andrew Carlton, Senior Quality Support Officers , (appointed by the University Secretary)	
<i>The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.</i>		
<i>Terms of Reference</i>		
1.	To take strategic oversight of the University’s porftfolio of programmes including, but not limited to: <ul style="list-style-type: none">• Evaluating new programme proposals ;• Approving new programme proposals (having considered both the academic and business case elements) and report to UBTLSE;• Considering and approving any amendments to programmes which have a significant impact on the portfolio or on the contractual obligations of the University;• Approving programme withdrawals and suspensions; and• Reviewing the performance of existing programmes on a regular basis as deemed appropriate using, inter alia, the UG and PGT criteria Toolkits.	
2.	In considering new programme proposals the Board will <ul style="list-style-type: none">• Give advice and guidance on new and nascent programme proposals, including those involving international collaborations and at the MoU approval stage; and• Ensure that the Curriculum Framework is used to inform the development of any new programmes.	
3.	To monitor and review newly approved programmes two years after their introduction;	

4.	To keep under review the current programme approval processes and make recommendations for alterations as necessary
5.	To report to UBTLE, the Global Engagement Strategy Board, the Recruitment and Admissions Steering Group, as necessary.

Recruitment and Admissions Steering Group

Ex Officio		
Chair	Pro-Vice-Chancellor (Academic Planning and Resource)	Professor Mark Fellowes
	Pro-Vice-Chancellor (International)*	Paul Inman
	Dean of Postgraduate Research Studies and Researcher Development	Professor Adrian Williams
Heads of School		
	Agriculture Policy and Development	Professor Simon Mortimer
	Archaeology Geography and Environmental Science	Professor Steve Musson
	Arts and Communication Design	Professor Trish Reid
	Biological Sciences	Professor Phil Dash
	Built Environment	Professor Chris Harty
	Chemistry Food and Pharmacy	Professor Richard Frazier
	Henley Business School	Professor John Board
	Humanities	Professor Helen Parish
	Institute of Education	Professor Carol Fuller
	International Study and Language Institute	Professor David Carter
	Law	Professor James Devenney
	Literature and Languages	Professor Gail Marshall
	Mathematical Physical and Computational Science	Professor Andrew Charlton-Perez
	Psychology and Clinical Language Sciences	Professor Carmel Houston-Price
	Politics Economics and International Relations	Professor Uma Kambhampati
	Director of Student Services	Dr Paddy E Woodman
	Director of Global Recruitment and Admissions	James Ackroyd
	Director of Marketing Communication and Engagement	Fiona Blair
	The President of the Students’ Union	
	Planning Manager	Dr Cassie Moran
	Head of Finance Planning and Strategy	Marie Misselbrook
Right of Attendance		
	Head of Admissions	Kathryn Whittington
	Head of Global Recruitment (International)	Andy Howman
	Head of Global Recruitment (UK and Outreach)	Rachel South
	Head of Marketing	Kirsty Grant
	Senior Applicant Engagement Manager	Beth Reed (Maternity cover – Katy Green)
	Head of Undergraduate Programmes (HBS)	Professor George Alexandridis
	Director of Strategic Marketing (HBS)	Julia Massey
	Head of Recruitment Marketing (HBS)	Chris Rice
	Head of International Partnerships	Steve Thomas
* Alternates for the Chair		
Secretary:	Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)	

<i>Terms of Reference:</i>	
1.	To <ul style="list-style-type: none"> i) monitor admissions statistics during the recruitment and admissions cycle, ii) provide Heads of School with timely information where agreed student number targets are projected to be missed, iii) determine any significant in-year changes to recruitment or admissions approach following consultation with the relevant Head(s) of School;
2.	To consider recommendations on, and formally approve, changes to entry standards for all undergraduate and post-graduate programmes, and English Language requirements for non-UK students, including incoming Study Abroad and ERASMUS students;
3.	To determine the effectiveness of activities and strategies for medium and long-term admissions, marking and communications activities in relation to all areas of student recruitment;
4.	To recommend, from time to time, the University's Admissions Policy through the University Board for Teaching, Learning and Student Experience (UBTLSE) to the Senate;
5.	To report to the Planning and Change Board and the University Board for Teaching Learning and Student Experience as appropriate.

Sub-Committee on Delivery and Enhancement of Learning and Teaching

<i>Ex Officio</i>		
	Joint Chairs	Dr Karen Poulter Daniel Grant
	The Education Officer of the Students’ Union	
	The Welfare Officer of the Students’ Union	
	Director of Teaching and Learning Operations and Advice (or their nominee)	Charlotte Coleman-
	A representative of the Library	Kerry Webb (alt:Dr Sonia Hood)
	Director of DTS	Stuart Brown (alt:Steve Gough)
	Head of Academic Development and Enhancement	Joy Collier
	Director of Quality Support and Development	Keith H.S. Swanson
	Head of Technology Enhanced Learning	Vicky Holmes
	Head fo Examinatons and Graduation	Lesley Perry (alternate: Colin Baker)
	Chair of the School Directors of Academic Tutoring Community of Practice	Professor Jane Setter
<i>Four members of the Academic Staff of the University</i>		
	Dr Rob Banham	(alternate: Enza Siciliano Verruccio
	Dr Amanda Branson	(alternate: Rav Savania)
	Dr Tabarak Ballal	(alternate: Dr Stuart Black)
	Professor Peter Miskell	(alternate: Melanie Jay)
<i>Right of Attendance</i>		
	A Pro-Vice-Chancellor	Professor Elizabeth McCrum or Professor Peter Miskell
	Dean of Postgraduate Research Studies and Researcher Development	Professor Adrian Williams
	A representative from the University of Reading Malaysia	Dr Celine Lee
	Head of Post-experience Postgraduate Programmes	Professor Elena Beleska-Spasova
	Vice-Dean, NUIST-Reading Academy	Dr Daguo Li
<i>Secretary</i>	Nathan Shaw, Senior Quality Support Officer, (appointed by the University Secretary)	
<i>The Sub-Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items.</i>		
<i>Terms of Reference:</i>		
1	In line with the University’s Teaching and Learning Strategy, to coordinate and promote the enhancement of teaching and learning in the University;	
2	To monitor and, as necessary, review all policy relating to teaching, learning and assessment so that academic quality and standards are maintained across the institution;	
3	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;	
4	To advise and report to the University Board for Teaching Learning and Student Experience.	
The Sub-Committee will meet up to three times each term.		

Committee on Student Experience and Development

<i>Ex Officio</i>		
	A Teaching and Learning Dean An SDTL <i>Co-Chairs</i>)	Professor Clare L. Furneaux Dr Alana James
	Two representatives from the Students’ Union Activities Officer of the Students’ Union Welfare Officer of the Students’ Union (alternate: Education Officer of the Students’ Union	
	RUMSA President, University of Reading Malaysia	
	Director of Student Services	Dr Paddy E. Woodman
	Director of Student Welfare and Academic Services, UoRM	Nandan Ramachandran
	Director of Campus Commerce (Alt: Matthew Tebbit)	Matthew White
	Chairs of School Directors of Academic Tutoring (SDAT) CoP	Professor Jane Setter
	A representative of MCE (Advance Team) (Alt:Gemma O’Connell)	Jennifer Rich
	The University Chaplain and Chaplaincy Team Coordinator	Revd Mark D. Laynesmith
<i>Five Members of Academic Staff</i>		
	Social Science cluster (and London Road rep)	Dr Andrew Happle (alt:
	Life Science and Science clusters	Dr Calvin Smith (alt:)
	Henley Business School	Dr Marissa Joseph (alt:)
	Arts and Humanities cluster:	Christine Ellison (alt:Dr Simone Knox)
	ISLI representative	Dr Mark. Peace (alt: Daniela Standen)
<i>Rights of Attendance</i>		
	The Pro-Vice-Chancellor(s) (Education and Student Experience)	
	President of the Students’ Union	
<i>Secretary:</i>	Katarina Bilikova, Executive Administration Officer (Teaching & Learning)	
<i>The Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items.</i>		
<i>Terms of Reference:</i>		
1.	Having regard to the diversity of our students, to take an institutional overview of the University’ssupport for students and to identify opportunities to enhance the student experience (other than in direct academic contexts)	
2.	To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of activities in terms of students’ personal and professionaldevelopment to enable them to reach their full potential	
3.	To monitor activities and data relating to both the student experience and the employability of students, and to make recommendations for policy change that will promote and enhance thedelivery of the University’s objectives in these areas	
4.	To measure the impact of enhancement activities	
5.	To advise and report to the University Board for Teaching Learning and Student Experience	
	The Committee will meet twice a term.	

Committee for Infrastructure in Learning and Teaching

Chair	Professor Katja Strohfeldt	Teaching and Learning Dean
	Co-Chairs of SCELTI	Professor Phil Dash Louise Hague
	Director of DTS	Stuart Brown
	Strategy and Space Management Director	David Wallace
	Finance Business Partner	Rachel Savin
	Teaching and Learning Project Manager	TBC
	Head of Technology Enhanced Learning	Vicky Holmes
	Head of Academic Development and Advancement	Joy Collier
	Director ULCS & University Librarian	Stuart Hunt
	Head of Timetabling and Room Bookings	Elizabeth Evans
Representative from the Students' Union		
	The Education Officer of the Students' Union (alternate: Any other Sabbatical officer of the Students' Union)	
Standing Invitation		
	SCELTI Secretary, Quality Support Officer, CQSD-QAP	Melissa Holland
Secretary	Eve Bentley (appointed by the University Secretary)	
(Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Estates and Environment Committee)		
Terms of Reference		
1.	To assess short and medium-term requirements for teaching infrastructure (space and technology) in the University, together with all related operational aspects and policy developments	
2.	From time to time, to consider longer term pedagogic impact on teaching and learning, and its implications for teaching and learning infrastructure, and to feed in to institutional longer term planning	
3.	To consider the impact of changes in the teaching and learning environment and, as a result, work with SCELTI to devise and implement strategies to ensure most effective use of the University's teaching infrastructure	
4.	To devise and implement mechanisms to effectively monitor the usage of University teaching infrastructure	
5.	To oversee the improvements to and the accessibility of our teaching and learning infrastructure through investment in space, furniture, fittings, technology and related services	
6.	To oversee relevant budgets for teaching infrastructure, including fixed and variable capital expenditure, and set guidance and priorities for spend	
The Committee will report to the University Board for Teaching, Learning and Student Experience (UBTLSE) for onward reporting to the Estates Committee (EC) and the University Executive Board (UEB).		

Online Courses Advisory Group

Chair	Pro-Vice-Chancellor (Education and Student Experience)	Professor Peter Miskell
	Head of Technology Enhanced Learning	Vicki Holmes
	Online Courses Programme Manager	Nicky McGirr
Academic Representatives		
	Research Dean	Professor Adrian Bell
	Teaching and Learning Dean	Daniel Grant
		Professor Helen Bilton (Institute of Education)
		Professor Elisabeth Wilding (International Study and Language Institute)
		Dr Andrew Ainslie (Agriculture Policy and Development)
		Dr Sarah Allman (Chemistry, Food & Pharmacy)
Function Representatives		
	Marketing and Engagement Business Partner	Lucy Petch
	Global Recruitment ((International)	TBC
	Global Recruitment (UK)	Amy Fairbrother
	Director of Student Success and Engagement	Anne-Marie Henderson
Right of Attendnce		
	Senior Digital Learning Producer	Anastasia Rattigan
Secretary	Katie Smith, Senior Governance Officer (<i>appointed by the University Secretary</i>)	
Terms of Reference		
1.	Advise on the direction of the University’s programme of online courses, ensuring alignment with the broader University Strategy and priorities	
2.	Identify and provide feedback on new opportunities and ideas	
3.	Review and act as a critical friend with regards to progress and developments	
4.	Champion and raise awareness of the Online Courses Programme in University forums	
The Online Courses Advisory Group reports to the Sub-Committee on Delivery and Enhancement of Learning and Teaching (DELT)		

Research

University Board for Research and Innovation

Ex officio			
	The Pro-Vice-Chancellor (Research and Innovation) (Chair)		Professor Dominik Zaum Professor Parveen Yaqoob
	Pro-Vice-Chancellor (Academic Planning and Resource)		Professor Mark Fellowes
The Research Deans			
	Professor Roberta. Gilchrist		Heritage & Creativity
	Professor John Gibbs		Heritage & Creativity
	Dr Phil Newton		Environment
	Professor Carol. Wagstaff		Agriculture Food and Health
	Professor Adrian Bell		Prosperity & Resilience
	The Dean for Postgraduate Research Studies and Researcher Development		Professor Adrian Williams
	Chair of the Research Staff Committee		
	Commercial Director		Darren Browne
	University Librarian		Stuart Hunt
Two Academic Members appointed by Senate			
		Professor Daniella La Penna	31.07.2024
		Professor Richard Frazier	31.07.2023
	Early Career Researcher		Dr Matthew Windsor
	A representative of the Students’ Union		
Other officers may be invited to attend for discussion of particular items			
Secretary	Dr Nathan Helsby Head of Planning and Reporting (appointed by the University Secretary)		
Key Objectives			
1	Governance and oversight of research and innovation activities <ul style="list-style-type: none">• Research and innovation performance• Researcher development and training• REF• Research integrity and open research• Research finance (RETF, GCRF, Research Infrastructure, HEIF)		
2	Oversees engagement with sector-wide developments (eg consultations)		
3	Challenge and support for research leadership		
Terms of Reference:			
1.	To monitor and evaluate the implementation of the research strategy, approve plans from relevant committees, and monitor progress towards key research performance indicators.		
2.	To monitor and evaluate the development and implementation of open research policies, processes, and systems; and approve significant changes to them.		

3.	To monitor and support preparations for the University's submission to the Research Excellence Framework, and the Knowledge Exchange Framework (KEF).
4.	To support and monitor the implementation of researcher training and development, including of PGR students, and approve relevant strategies.
5.	To monitor the University's systems and processes for research integrity, monitor compliance with the Concordat on Research Integrity, and approve changes to relevant structures and processes
6.	To oversee and support the University's engagement with national and international developments in research and innovation, and on relevant consultations, including their approval (including, if necessary due to timing, outside formally scheduled meetings).
7.	To approve the annual plans for the use of RETF and other internal research funds, and monitor and evaluate their contribution to the research strategy.
8.	To maintain oversight of the activities of its reporting committees, and undertake an advisory role as appropriate.
9.	To meet on a quarterly basis

University Committee for Research and Innovation

<i>Ex officio</i>		
	The Pro-Vice-Chancellor (Research and Innovation) (<i>Chair</i>)	Professor Parveen Yaqoob Professor Dominik Zaum
<i>The Research Deans</i>		
	Professor Roberta Gilchrist	<i>Heritage & Creativity</i>
	Dr Phil Newton	<i>Environment</i>
	Professor Carol Wagstaff	<i>Food and Health</i>
	Professor Adrian. Bell	<i>Prosperity & Resilience</i>
	The Dean for Postgraduate Research Studiesand Researcher Development	Professor Adrian Williams
	Head of Planning and Reporting	Dr Nathan Helsby
	The 2020 Research Plan Project Manager	Wanda Tejada
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>	Polly Tudball (Executive Administration Manager) (appointed by the University Secretary)	
<i>Key Objectives</i>		
1	To ensure progress towards the objectives of the University Research and Innovation Strategy and the 2020 Research Plan	
2	To undertake detailed prioritisation of research and innovation portfolio	
<i>The Committee will meet fortnightly.</i>		
<i>Terms of Reference:</i>		
1.	To devise and implement necessary strategies for the achievement of key performance indicators and to monitor their effectiveness.	
2.	To devise strategies to ensure the most efficient use of the University’s research infrastructure and resources, including the RETF.	
3.	To ensure that the University realises the potential impact of its research through maximising the opportunities emerging from synergies between its innovation, knowledge exchange and commercial activities.	
4.	To support and monitor the development of the cross-disciplinary research themes, and the research institutes.	
5.	Approve allocations of the RETF, the Research Infrastructure Fund (upon recommendation by CRI), and other research support funds.	
6.	Monitor and evaluate the spending of RETF resource by projects overseen by other committees	
7.	Oversee and support development of strategic research partnerships.	
8.	Develop and oversee efforts to support the development of research leadership.	

Committee on Researcher Development and Postgraduate Research Studies

<i>Membership</i>		
	The Dean of Postgraduate Research Studies and Researcher Development	Professor Adrian Williams (<i>Chair</i>)
	A Research Dean	Professor Adrian Bell
	A Teaching and Learning Dean	Professor Clare Furneaux
<i>Two School Directors of Postgraduate Research Studies</i>		
		Dr Graeme Cottrell
		Dr Rachel Foxley
	Chair of Research Staff Committee	Dr Steve George
	Staff Development Manager (Leadership and Research Staff Development)	Lynn Moore
<i>2 members of staff (appointed through open competition)</i>		
		Professor Nicolas Bellouin
		Professor Katherine Harloe
	1 HR Manager	Rachel Thorns
	1 PGR student representative	
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>	Dr Elena Bedisti (Director of Graduate School Services)	
<i>Key Objectives</i>		
1	Develop strategy for PGR recruitment, progression, and professional development	
2	Develop strategy for and oversee researcher development, including programmes for researcher development and training	
3	Oversee the work of the Graduate School, and Doctoral Training Programmes across the University	
4	Oversee commitments under HR Excellence in Research award, and the Concordat on Research Staff.	
<i>Terms of Reference:</i>		
1.	To devise and implement strategies to support the development of individual researchers at all career stages, including for research division leadership	
2.	To oversee Reading's strategic approach to PGR recruitment, working with Schools / Departments to increase PGR recruitment levels, in line with the University's overall PGR recruitment target as determined by the University Executive Board;	
3.	To consider a range of management information relating to PGR students and to monitor success against internal and external indicators and targets;	
4.	To oversee the work of the Graduate School in terms of PGR policy development, student support, professional development, and promotion of PGR matters across the University and more broadly;	
5.	To oversee the quality management arrangements, including monitoring of progress, for all PGR students;	
6.	To determine and oversee the arrangements for the allocation and award of PGR studentships;	
7.	To oversee Doctoral Training Partnership provision across the University;	
8.	To receive and, where appropriate, respond to reports from the School Directors of PGR Studies Forum and the Postgraduate Research Student Representatives Forum and the Research Staff Committee;	
9.	The Committee will meet termly	

Committee on Open Research and Research Integrity

<i>Membership</i>		
<i>Chair</i>	Pro-Vice Chancellor (Research and Innovation)	Professor Parveen Yaqoob
	A Research Dean	Dr Phil Newton
	Associate Director (Scholarship and Planning)	Chrissie Willis-Phillips
	Research Data Manager	Dr Robert Darby
	Head of Planning and Reporting	Dr Nathan Helsby
	Head of Research Communication and Engagement	Caroline Knowles
	Head of Research Services	Dr Anne-Marie Van Dodeweerd
	Head of Governance	Louise V. Sharman
<i>2 members of staff appointed through open competition</i>		
	Academic Representative	Dr Etienne Roesch
	Academic Representative	Professor Philip Beaman
	Head of Quality Assurance in Research	Dr Mike Proven
	A representative of IT	Dr Maria Broadbridge
	Open Research Champion	Dr Cristiana Bercea
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>	Katie Smith, Senior Governance Officer	
<i>Key Objectives</i>		
The key objectives for the Committee are drawn from the University Research Strategy 2019 section 4. Conduct research ethically, and with integrity and transparency		
<i>‘A commitment to open research, and robust processes to govern and review research integrity and ethics are core to our values, particularly in light of social and technological change. Our open research policy sets out how we will support early discovery of the design, planning, methods and results of our research and how we foster a culture of responsibility, integrity and openness in all aspects of our research.</i>		
<i>What we will do to support open research and research integrity:</i>		
<i>i.</i>	<i>Build a culture of open research, encouraging researchers and research students to be as open as they can, as early as they can, in their work.</i>	
<i>ii.</i>	<i>Improve accessibility and transparency of our research through technology and open research practices.</i>	
<i>iii.</i>	<i>Support the reproducibility of research through staff training, and by making data and outputs open and accessible through the University’s Research Data Archive and the University’s institutional repository (CentAUR).</i>	
<i>iv.</i>	<i>Sustain a culture of research integrity in line with the commitments in the Concordat to Support Research Integrity.’</i>	
<i>Terms of Reference:</i>		
1.	To have overall responsibility for institutional policies and procedures in relation to open research, research integrity (including the concordat) and research ethics, ensuring that these are fit for purpose and compliant with statutory and funder requirements.	
2.	To embed open research into university management and processes.	

3.	To support the development of effective communications and direct engagement activities relating to open research.
4.	To oversee the strategic allocation of open access funds and monitor engagement.
5.	To engage with open research developments nationally and internationally and promote the adoption of appropriate innovative practices.
6.	To fulfil the reporting requirements relating to the concordat for research integrity
7.	The Committee will meet termly

Committee for Research Infrastructure

Chair	Research Dean	Professor Carol Wagstaff
	Research Dean	Dr Phil Newton
	Director of CAF	Professor Gunter Kuhnle
	Director of CINN Imaging	Professor Anastasia Christakou
	Head of Research Services	Dr Anne-Marie Van Dodeweerd
	Director of Estates or nominee	
	Director of IT or their nominee	Stuart Brown
	Head of Technical Services	Dr Karen Henderson
	A Senior Research Accountant	Aanisah Ehsan
	Representative of UMASCS	Guy Baxter
	Health and Safety Services Director	Jenny Mcgrother
	Directors of BESS	Dr Eugene McSorley Dr Steven Bosworth
	Representative of REDCap	Dr Robert Darby
Two members of staff appointed through open competition		
		Professor Jon Gibbins
		Dr Luke Bell
Secretary: Dawn Cobbold, Executive Administration Officer		
Key Objectives		
1	Provide comprehensive overview of research infrastructure requirements	
2	Implement infrastructure and facilities related issues of the research strategy	
3	Recommend allocations of the research infrastructure fund.	
4	Monitors progress with infrastructure fund projects	
Terms of Reference		
1.	To assess short and medium term requirements for research infrastructure in the University, together with all related operational aspects;	
2.	To make recommendations to UBRI for the allocation of the University’s Research Infrastructure annual fund;	
3.	To devise and implement mechanisms to effectively monitor the usage of University research infrastructure in relation to the production of high quality research grant applications and research outputs;	
4.	Lead the engagement and response to national research infrastructure initiatives	
5.	The Committee will meet termly	

University Committee for Research Impact Partnerships and Engagement

<i>Ex officio</i>		
<i>Chair</i>	The Pro-Vice-Chancellor (Research and Innovation)	Professor Domink Zaum
<i>Two Research Deans</i>		
		Professor Roberta Gilchrist
		Professor Carol Wagstaff
	Commercial Director	Darren Browne
	Head of Research Services	Dr Anne-Marie Van Dodeweerd
	Research Impact Manager	Dr Anthony Atkin
	Head of Research Communication and Engagement	Caroline Knowles
	Head of KTC	Susan Matos
	REF Manager	Wanda Tejada
<i>2 academic members appointed through open competition</i>		
		Vacancy
		Professor Hilary Geoghegan
<i>Secretary</i>	Dawn Cobbold, Executive Administration Officer (Research) (BOISP) (appointed by the University Secretary)	
<i>Key Objectives</i>		
1	Financial and performance oversight of BOISP.	
2	Support implementation of public engagement plan.	
3	Support KE and commercialization elements of research strategy	
<i>Terms of Reference:</i>		
1.	To oversee the University’s submission to KEF	
2.	To enable and support strong sustained relationships with business and other stakeholders, monitoring the levels of collaboration and their effectiveness	
3.	To monitor the development and maintenance of the University’s relationships with end users	
4.	To evaluate the impact of our research including through income generation, technology transfer, knowledge exchange and policy development.	
5.	To monitor and support engagement with TVSP	
6.	To monitor BOISP finances and impact.	
7.	To develop and oversee plans for research led public engagement, and its links to wider public engagement activities of the University	
8.	To manage HEIF IS uplift, and strategic HEIF funding, in line with the Research and Innovation Strategy, and the University HEIF strategy.	

Research Travel Grant Sub-Committee

	Professor Helen Parish (Co-Chair)	
	Dr Mark Dallas (Co-Chair)	
Secretary	Eleanor Saxon, Senior Governance Officer (appointed by the University Secretary)	
Terms of Reference:		
1.	To consider applications for travel funding related to the “outcomes” of personal research, from the following:	
	(a)	All academic staff paid from whatever source;
	(b)	Other members of staff on Research and Analogous staff salary scale except for those employed by bodies that already contain provision for attendance at conferences;
	(c)	Research students funded by the University. Such applications must be accompanied by a supporting note from their Supervisor.
2.	The Sub-Committee will report to the University Board for Research and Innovation.	

Student Standing Committees

Student Appeals Committee

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

<i>Ex officio</i>		
	The Vice-Chancellor (<i>Chair</i>)	
	Alternate: Any Pro-Vice Chancellor who has not had any previous involvement.	
<i>Appointed by Council</i>		
	Peter. Erskine Lola Moses Dr John Wilkins	
<i>Appointed by Senate</i>		
	Dr Andrew Bicknell	31.07.2024
	Professor David Brauner	31.07.2024
	Professor Becky Green	31.07.2024
	Dan Grant	31.07.2023
	Dr Eugene McSorley	31.07.2024
	Professor Helen Osborn	31.07.2024
	Dr Carol Padgett	31.07.2024
	Dr Mike Proven	31.07.2023
	Rav Savania	31.07.2024
	Professor Simon Sherratt	31.07.2024
	The Students’ Union (RUSU) Full-time Student Officers	
<i>Secretary:</i>	The University Secretary (for whom Rachel Willis and Melissa Willcox act)	
<i>Terms of Reference:</i>		
	The Student Appeals Committee “the Committee” has the power and duty to consider appeals against penalties imposed by: 1. The Student Disciplinary Committee; 2. The Standing Committee on Academic Misconduct; 3. The Standing Committee on Academic Engagement and Fitness to Study; 4. The Standing Committee on Fitness to Practise; 5. The Procedure for appeals against termination of registration resulting from non-submission of a thesis by the Maximum Registration Date.	

Standing Committee on Academic Engagement and Fitness to Study

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

<i>Ex Officio</i>	
	The Pro-Vice-Chancellor (Education and Student Experience) (<i>Chair</i>) Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.
	The Teaching and Learning Deans
	The School Directors of Teaching and Learning
	The School Directors of Academic Tutoring
	The Student's Union (RUSU) Full-time Student Officers
<i>Secretary</i>	Rachel Willis (appointed by the University Secretary)
<i>Terms of Reference:</i>	
	The Committee shall consider cases which have been referred to the Committee to determine whether the student's academic engagement and/or fitness to study has been impaired, and the Committee has the power to impose a range of sanctions including removal from membership of the University.

Standing Committee on Academic Misconduct

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

Ex Officio		
	Teaching and Learning Dean (Louise Hague) (Chair) Alternate: A Teaching and Learning Dean or senior academic with experience of academic misconduct processes. <i>A Teaching and Learning Dean shall not be Chair if they have advised the School Director of Teaching Learning on the student’s case at any stage of the procedures.</i>	31.07.2024
	The School and Department Directors of Teaching and Learning	
	The Students’ Union (RUSU) Full-time Student Officers	
Secretary	Rachel Willis (appointed by the University Secretary)	
Terms of Reference:		

The Committee is responsible for:	
1.	Considering cases of alleged misconduct which have been referred to the Committee, and for imposing penalties on those students found to have committed offences of academic misconduct.
2.	Considering appeals of penalties imposed by the School Directors of Teaching and Learning for academic misconduct. The Committee shall only consider an appeal if the student submits a statement of appeal within seven calendared days from being informed of the penalty that has been imposed by the School Director of Teaching and Learning.

Standing Committee on Examination Results

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

Ex officio		
	Any Pro-Vice-Chancellor (Chair) Alternative: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.	
Committee members		
	The Students' Union (RUSU) Full-time Student Officers	
	Dr Andrew Bicknell	31.07.2023
	Professor David Brauner	31.07.2023
	Professor Paul Glaister	31.07.2024
	Dr Mike Fry	31.07.2023
	Professor Richard Harris	31.07.2024
	Melanie Jay	31.07.2024
	Dr Paul Jenkins	31.07.2024
	Dr Marissa Joseph	31.07.2024
	Dr Tim Lees	31.07.2023
	Dr Matthew Lickiss	31.07.2024
	Dr Eugene McSorley	31.07.2023
	Amanda Millmore	31.07.2024
	Professor Peter Miskell	31.07.2023
	Professor David Oderberg	31.07.2023
	Professor Helen Osborn	31.07.2023
	Dr Carol Padgett	31.07.2024
	Dr Karen Poulter	31.07.2023
	Professor Jane Setter	31.07.2024
	Sharon Sinclair-Graham	31.07.2024
	Dr Calvin Smith	31.07.2024
	Daniela Standen	31.07.2024
	Professor Charles Sutcliffe	31.07.2023
Secretary	Rachel Willis (appointed by the University Secretary)	

<i>Terms of Reference:</i>	
	To consider appeals by students against examination results, and to report to the Senate.

Standing Committee on Fitness to Practise

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

<i>Ex Officio</i>	
	The Pro-Vice-Chancellor (Teaching and Learning) (<i>Chair</i>) Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.
	The Teaching and Learning Deans.
	A registered member of the relevant profession from within the University who has not previously been involved with the case (should this not be possible, then a second member of senior academic staff, meeting the criteria below, would take this place);
	A registered member of the relevant profession from outside the University
	The Students' Union (RUSU) Full-time Student Officers
<i>Secretary</i>	Melissa Willcox (appointed by the University Secretary)
<i>Terms of Reference:</i>	
	The Committee shall consider cases which have been referred to the Committee to determine whether the student's fitness to practise has been impaired, and the Committee has the power to impose a range of sanctions including removal from membership of the University

Student Disciplinary Committee

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

Ex Officio		
	Mr Rav Savania (Chair) Alternate: Any Teaching and Learning Dean who has not had any previous involvement in determining the result.	31.07.2022
	The Students' Union (RUSU) Full-time Student Officers	
	The School Directors of Teaching and Learning	
	The School Directors of Academic Tutoring	

<i>Secretary</i>	Melissa Willcox (appointed by the University Secretary)
<i>Terms of Reference:</i>	
	Cases of serious student misconduct may be referred to the Student Disciplinary Committee if it is deemed appropriate by the Dean of Student Discipline. The Committee will consider the allegation and has the power to impose penalties set out in the procedures.

Misconduct Appeals Committee

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

<i>Ex Officio</i>	
	Professor Clare Furneaux (Teaching and Learning) (<i>Chair</i>) Alternate: Any Teaching and Learning Dean
	The Students' Union (RUSU) Full-time Student Officers
	The School Directors of Academic Tutoring
<i>Secretary</i>	Melissa Willcox (appointed by the University Secretary)
<i>Terms of Reference:</i>	
	The Committee shall, at the student's request and in accordance with its procedures, consider appeals of penalties imposed for instances of student misconduct. Appeals against penalties for serious misconduct shall be considered by the Student Appeals Committee.

University Standing Committee on Special Cases (USCSC)

The Committee will delegate to a panel its powers and responsibilities for considering appeals against penalties imposed for student misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, two School Directors of Academic Tutoring, a member of Student and Applicant Services and the Director of Administration or the Teaching and Learning Officer for the Henley Business School (HBS). The School Directors of Academic Tutoring on the panel will not contribute to the discussion or decision in respect to cases from their own School.

<i>Ex Officio</i>	
	Any Teaching and Learning Dean (<i>Chair</i>)
	Two School Directors of Academic Tutoring (which, for the avoidance of doubt, includes Section Heads at branch campuses)
	A member of Student and Applicant Services nominated by the Director of Student and Applicant Services
	Director of Administration or the Teaching and Learning Officer for HBS (or delegate with the approval of Chair)

<i>Secretary</i>	To be appointed by the Director of Student and Applicant Services)
	<i>Terms of Reference:</i>
	The Committee shall, in accordance with its procedures, consider extenuating circumstances requests submitted by students which have been appropriately submitted via an Extenuating Circumstances Form (ECF) and within the relevant timescales. The Committee will also receive the recommendation of the relevant School Director of Academic Tutoring.

Extenuating Circumstances Appeal Board

The Committee will delegate to a panel its powers and responsibilities for considering appeals against the decisions made by either School Directors of Academic Tutoring or the USCSC with regards to student extenuating circumstances requests. The panel shall be drawn from the membership of the Committee and shall comprise one Teaching and Learning Dean, a School or Department Director of Academic Tutoring and a Student Officer from RUSU. The panel shall not include any member who has had any previous involvement in an extenuating circumstances case to be heard by the panel.

	<i>Ex Officio</i>
	Any Teaching and Learning Dean (<i>Chair</i>)
	A School or Department Director of Academic Tutoring
	The Students' Union (RUSU) Full-time Student Officers
<i>Secretary</i>	Rachel Willis (appointed by the University Secretary)
	<i>Terms of Reference:</i>
	The Appeal Board shall, in accordance with its procedures, consider the appeals against extenuating circumstances requests submitted by students who are dissatisfied with the outcome of their ECF. The Committee will also receive the response of the relevant decision maker (School Director of Academic Tutoring or the Chair of USCSC) to the appeal

Ethics Committees

Animal Welfare and Ethical Review Body

<i>Membership</i>		
	Establishment Licence Holder (<i>Chair</i>)	Dr Richard Messer
	Independent External Lay Member	Dr Geoff Botting
	Research Business Partner	Pete Castle
	NACWO (Small Animals)	Andrew Cripps
	Independent External Lay Member	Dr Juliet Dukes
	Head of School, Biological Sciences (or nominee)	Dr Dyan Sellayah
	NACWO (Large Animals)	Mr Colin Green
	Director of Technical Services	Dr Karen Henderson
	NACWO (Large Animals)	David Humphries
	NACWO (Large Animals)	Barney Jones
	NVS (Small Animals)	Dr Maggie Lloyd
	Head of the School of Agriculture, Policy and Development	Professor Simon Mortimer
	Head of Quality Assurance in Research	Dr Mike Proven
	NACWO (Small Animals)	Tanya Sage
	NVS (Large Animals)	Chris Trower
	Head of the School of Psychology and Clinical Language Sciences (or nominee)	Professor Claire Williams
	Head of the School of Chemistry, Food and Pharmacy	Professor Richard Frazier
<i>Secretary:</i>	Louise V. Sharman, (Head of Governance)	

Fundraising Ethics Committee

A member of the University Executive Board and Chair			
	The Pro Vice Chancellor (Research and Innovation)		Professor Domink Zaum
A lay member of the Council			
		Sally Plank	31.07.2024
An Ethics Specialist			
	Associate Professor (Henley Business School)		Professor Kleio Akrivou
A Dean			
	Research (Prosperity and Resilience)		Professor Adrian Bell
Two Heads of School			
	Head of the School of Agriculture, Policy and Development		Professor Simon Mortimer
	Head of the School of Literature and Languages		Professor Gail Marshall
In attendance			
	Director of Alumni and Supporter Engagement		Dylan Parkes
	Director of Development Alumni Relations & Engagement, Henley Business School		Jean-Pierre. Choulet
	External Communications and PR Manager+		Pete Castle

	Director of Research Services	Dr Anne-Marie Van Dodweerd
<i>Secretary:</i> Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
<i>Terms of Reference:</i>		
1.	To ensure that the University operates effective, systematic and proportionate systems for research into donations offered to – or potentially solicited by – the University.	
2.	For each case brought to the Committee in accordance with the Gift Acceptance Policy:	
	(i)	To consider any strategic, financial, legal, ethical and reputational issues associated with the gift or proposed gift;
	(ii)	To determine whether the gift in question may be accepted or, proposed gift solicited.
3.	If subsequent events (including the availability of new information) so require, the University may, at the discretion of the Fundraising Ethics Committee, review and reconsider previous decisions to solicit or accept particular donations. The response to such circumstances shall be transparent and proportionate.	

Research Ethics Committee

<i>Eight members appointed by the Senate</i>		
	Dr Anne Thies	31.07.2022
	Dr Anastasia Christakou	31.07.2024
	Dr Rosemary Lim	31.07.2024
	Dr Eugene McSorley	31.07.2024
	Professor Julie Lovegrove (<i>Joint Chair</i>)	31.07.2024
	Vacancy	
	Professor Sarah Brewer	31.07.2022
	Dr Kim Jackson	31.07.2023
<i>Appointed by Council</i>		
	Dr Geoff Botting (<i>Joint Chair</i>)	31.07.2022
	Vacancy	
<i>Other members appointed by the University Research Ethics Committee</i>		
	Dr Mike Proven	
	Dr Tim Lincoln	31.07.2022
<i>A representative of the Students' Union</i>		
	The Education Officer of the Students' Union (RUSU)	
<i>Secretary</i> Dr Mike Proven (appointed by the University Secretary)		
<i>Terms of Reference:</i>		
1.	To assess the ethical propriety of all research including human subjects, human samples (however obtained) or human personal data to be undertaken in the University, or under the auspices of the University, however funded.	
2.	To have discretion on behalf of the University and in light of ethical considerations to require such modifications as it may think fit and, if necessary not to allow the research to proceed.	
3.	To offer advice to Heads of School and investigators on the ethical implications of proposed research and to encourage high standards of ethical behaviour in research on human beings in the University.	

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

Campus Facilities Committees

Hospitality and Accommodation Committee

Ex officio			
	The Chief Financial Officer (Chair)	Sam Foley	
	A Teaching and Learning Dean	Professor Clare Furneaux	
	Director of Estates or nominee	David Wallace	
	Director of Student Services	Dr Paddy E. Woodman	
	Warden or Warden Liaison Officer	Dr Andrew Happle	31-07-2024
	The Welfare Officer of the Students' Union (RUSU) Alt:Education Officer of the Students'Union (RUSU)		
	Head of Admissions	Kathryn Whittington	
Three members of the Academic Staff			
		Professor John Board	
		Dr Julia Vogt	31.07.2024
		Dr Giuseppe Nocella	31.12.2022
In attendance			
	Director of Campus Commerce	Matthew White	
	Accommodation Contract Management Office General Manager	Andrew Mathias	
	Head of Retail and Hospitality Catering	Martin Batt	
	Head of Hotel Services (Greenlands)	Dereck St Clair	
	Head of Residential Catering and Bars	Matthew Tebbit	
	Head of Conference and Events	Fiona Evans	
	Finance Business Partner	Rachel Savin	
	Student Communications Business Partner	Jennifer Rich	
	Community Relations Officer	Sarah Gardner	
Secretary	Jenna Gardner. Executive Administration Officer (appointed by the University Secretary)		
Terms of Reference:			
Halls Accommodation			
1	To decide on the annual instructions to UPP in relation to i) accommodation provision and ii) if the undergraduate guarantee of accommodation is to be modified; The operation of the contract for the forthcoming year including confirmation of the Lease Service Charge for retained services provided by the University		
2	To discuss and decide on the annual over-subscription strategy;		
3	To discuss future halls development (both new build and specific refurbishments) and make recommendations to the University Execution Board;		
4	To lead on in the annual rent setting process		
5	To receive proposals and advise on any programmes or courses that have specific accommodation needs		
6	To consider Student Accommodation related issues and complaints;		
Catering and Venue Reading			

7	To approve and have oversight of the standards and pricing structure for service delivery of the University's Catering and Venue Reading & hotelling operations
General	
8	<p>To receive financial reports at each meeting for:</p> <ul style="list-style-type: none"> (i) Halls Accommodation, (ii) Catering (iii) Venue Reading (iv) Greenlands Hotel Services <p>and review the financial performance against budget forecast, reporting to UEB by exception.</p>
9.	<p>To receive the outcome of the</p> <ul style="list-style-type: none"> (i) Halls Student Satisfaction Surveys (ii) Customer Surveys relating to Catering, Hotelling services and Venue Reading (iii) Other related audits <p>and consider such follow up actions as may be required ;</p>
10.	<p>To oversee the monitoring of the key risks that relate to</p> <ul style="list-style-type: none"> (i) Halls Accommodation, (ii) Catering (iii) Venue Reading (iv) Greenlands Hotel Services
11.	<p>To advise/recommend to UEB,</p> <ul style="list-style-type: none"> (i) Any alterations to policy (ii) Strategic issues that may arise <p>relating to the provision of</p> <ul style="list-style-type: none"> (i) Halls Accommodation, (ii) Catering (iii) Venue Reading (iv) Greenlands Hotel Services
13	Membership of the Committee should where possible, include representation from each of the University's UK campuses

Estates Committee

Chair	The Chief Strategy Officer and University Secretary	Dr Richard Messer	
	Dean of the Henley Business School	Professor John Board	
Four Heads of School including at least one based at London Road			
	School of Biological Sciences	Professor Phil Dash	
	School of Literature and Languages	Professor Gail Marshall	
	School of the Built Environment	Professor Chris Harty	
	Head of Institute of Education, London Road	Professor Carol Fuller	
Two Heads of Function			
	Director of Campus Commerce	Matthew White	
	University Librarian	Stuart Hunt	
	The Chair of the Committee for Infrastructure for Learning and Teachings	Professor Katja Strohfeldt	
	The Chair of Committee for Research Infrastructure	Professor Carol Wagstaff	
	Director of Estates	Andrew Casselden	
	Director of Finance or nominee	Marie Misselbrook	
	Director of Student Services or nominee	Elizabeth Evans	
One representative from the Students' Union			
	President of the Students' Union (alt) The Environment and Ethics Part time Officer of the Students Union		
Right of attendance			
	Chair of Environmental Sustainability Committee	Professor M Fellowes	
	Space and Strategy Management Director	David Wallace	
	Health and Safety Services Director	Jenny Mcgrother	
	Maintenance Services Director	Emilia McDonald	
	Strategic Estates Manager	Nigel Frankland	
	Projects Director	Nigel Wingfield	
	Energy and Sustainability Manager	Dan Fernbank	
	Finance Business Partner	Rachel Savin	
	Campus Services Director	Lucy Virtue	
	Director of MCE or nominee	Santosh Sinha	
Secretary	Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
Other members of the University may be invited to attend as appropriate.			
Terms of Reference:			
1.	To: <div>a) Make recommendations to University Executive Board,</div> <div>b) Develop policy and monitor its implementation, and</div> <div>c) Oversee actions</div> All with regard to		
	a.	the use of the core business property in the Estate in the UK.	
	b.	the maintenance of the core business Estates;	

	c.	the provision of services by the Estates function.
2.	Estates Strategy To monitor <ul style="list-style-type: none">the development of the Estates Strategy for recommendation to UEBthe implementation of the Estates Strategy for the University, including the resulting projects and progress against delivery of outcomes .	
3.	Risk Management and Business Continuity <ul style="list-style-type: none">To oversee the monitoring of key risks that relate to the Estate.To receive reports regarding statutory compliance by exceptionTo oversee the monitoring of business continuity risks that relate to the Estate.	
4.	Space Management <ul style="list-style-type: none">To manage space generally and allocate space to academic and other departments in the University; to keep this allocation under at least annual review.To monitor the intensity of use of space generally and to keep this under at least annual review; to undertake a programme of space tours throughout the academic year	
5.	Finance <ul style="list-style-type: none">To monitor the overall revenue spend and receive regular reports from the Estates Finance Business Partner.	
6.	Planned Maintenance <ul style="list-style-type: none">To oversee and approve the Annual Planned Maintenance Programme	
7.	Environmental Sustainability <ul style="list-style-type: none">To monitor the effectiveness of the Environmental and Energy Management Systems, oversee compliance with environmental legislation, report relevant incidents and near misses, and ensure that University procedures meet best practice.To receive reports from the Environmental Management Review Group in accordance with ISO14001To oversee and approve the Annual Sustainability Projects Programme.	
8.	To provide liaison as appropriate and necessary with other groups concerned with matters relating to the University's Estates	
9.	To submit annual benchmarking information in the form the Estate Management Return and including progress on KPIs	
10.	To make regular reports to the University Executive Board regarding the Capital Programme and otherwise by exception when necessary	
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.		
Receives reports from: Committee for Infrastructure in Learning and Teaching (CILT) Environmental Management Review Group (EMRG) Committee for Research Infrastructure (CRI)		

Environmental Sustainability Committee

Ex Officio			
Chair	Pro Vice Chancellor (Academic Planning and Resource)	Professor Mark Fellowes	
	Energy and Sustainability Manager	Dan Fernbank	
	Sustainability Officer	Paul Taylor	
	Academic representative for sustainability education	Professor Amanda Callaghan	
	Academic representative for campus biodiversity	Dr Chris Foster	
	Academic representative for civic and community engagement	Dr Sally Lloyd-Evans Professor Tim Dixon	
Two Representatives from Estates (Must include Grounds)			
	Maintenance Service Director	Emilia McDonald	
	Strategic Estates Manager	Nigel Frankland	
	Campus Commerce	Matthew Tebbit	
	Farm Manager	James Lamburn	
	Director of Finance or nominee	Marie Misslebrook	
	Director of Procurement or nominee	Lisa Jeffries	
Two representatives from the Students' Union			
	President of the Students' Union The Environment and Ethics Part time Officer of the Students Union		
	Director of MCE or nominee	Vicky Pearson	
Colleague representatives			
		Dr Jess Neumann	
		Professor Andrew Charlton-Perez	
		Rory Williams-Burrell	
	Representative of the Vice Chancellor's Office	Ann Morgan	
	Strategic Projects Manager	Lisa Davies	
Secretary	Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
The Committee will invite other colleagues to attend when relevant to the agenda. It will also establish a number of ask and finish groups to help deliver a range of projects which will be led by Members of the Committee. Other members of the University may be invited to attend as appropriate.			
Terms of Reference:			
1.	To oversee the creation and delivery of a new Environmental Strategy for the University, setting out the scope and ambition for delivering environmental sustainability at the University		
2	To monitor the University's environmental performance through: <ul style="list-style-type: none">proposing and monitoring progress against key sustainability targets covering carbon, energy, waste and travelcomparison against appropriate internal and external performance metrics, including the People & Planet Green League and the UN Sustainable Development Goals (SDGs)		

3	<p>Carbon/energy reduction</p> <ul style="list-style-type: none"> To oversee the creation and delivery of a net zero carbon plan, including an approach to inseting and offsetting To oversee continued primary energy reductions in line with the Energy Management System
4	<p>Waste management</p> <ul style="list-style-type: none"> To oversee the production and delivery of a current Waste Strategy for the University To consider the environmental impacts of materials use at the University and consider opportunities to reduce overall usage as well as switching to lower impact materials/solutions To consider the environmental impacts of waste disposal, and the most appropriate methods to dispose of different waste streams
5	<p>Sustainable travel</p> <ul style="list-style-type: none"> To oversee the production and delivery of a current Travel Plan for the University To oversee initiatives to encourage lower impact forms of travel for all travel to/from the University To monitor and report on the implementation of the Travel Plan To oversee and approve expenditure against the Travel Plan Fund, which would remain ring-fenced to deal with travel plan issues.
6	<p>Biodiversity</p> <ul style="list-style-type: none"> To oversee the production and delivery of a Biodiversity Plan for the University To monitor initiatives to promote biodiversity on the University's estate
7	<p>Education for sustainable development</p> <ul style="list-style-type: none"> To instigate the creation and delivery of an Education for Sustainable Development programme for the University To monitor the effectiveness of this programme
8	<p>Visibility/Communication/Promotion</p> <ul style="list-style-type: none"> To encourage and support environmentally sustainable choices to be made by University students and staff To support initiatives to promote the environmental teaching and research credentials of the University To promote environmental initiatives within the University To promote the environmental performance of the University
9	To make at least annual reports on these matters to the University Executive Board
	<p>Reports to:</p> <p>University Executive Board</p>
	<p>Receives reports from:-</p> <p>Environmental Management Review Group (EMRG)</p>

Museums and Collections Committees

Collections Governance Committee

<i>Ex officio</i>		
	A member of the Collection Strategy Committee (<i>Chair</i>) University Secretary and Chief Strategy Officer	Dr Richard Messer
	Director of the University Museums and Special Collections Service	Kate Arnold-Forster
	Associate Director, UMASCS	Guy Baxter
	Associate Director, UMASCS	Isabel Hughes
	Director, University Library and Collections Services	Stuart Hunt
	<i>Others to be invited according to agenda requirements</i>	
<i>Secretary</i>	Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
1.	The Collections Governance Committee (CGC) will be chaired by the University Secretary and Chief Strategy Officer .	
2.	The purpose of the Committee is to manage governance issues relating to the Collections.	
3.	To be responsible, as delegated by the Council of the University, for the governance of the University’s museums and special collections, including for reviewing and ratifying key documentation relating to policy, strategy, management and forward planning in accordance with the requirements of Museums and Archives Accreditation	
4.	To be responsible for reviewing and monitoring evidence and data compiled to record outputs and outcomes of investment in University museums and collections by external funders, including ACE and private sponsors and for receiving project reports and monitoring progress against agreed project objectives.	
5.	To make decisions in relation to proposed acquisitions and disposals of a routine nature, in accordance with Collections Development policies, and taking into account relevant expert advice. For non-routine acquisitions, to seek the opinion of UCRI regarding the strength of the Academic Case before making a final decision	
6.	To be responsible for reviewing and monitoring outgoing loans as appropriate, in accordance with University policies, including taking into account professional and expert advice.	
7.	To have responsibility for reviewing performance and policy and for setting and monitoring standards of University museums and special collections in Schools and departments	
8.	The Committee will report to the UCRI , and by exception to UEB if higher level approval is needed for governance decisions.	

Museum of English Rural Life: Committee for the

	The normal period of tenure is three years.		
Chair			
	The Chief Strategy Officer and University Secretary		Dr Richard Messer
Ex officio			
	Director of University Museums and Special Collections Service (UMASCS)/Director of MERL		Kate Arnold-Forster
	Associate Director, UMASCS, Head of Curatorial and Public Engagement, Museum of English Rural Life		Isabel Hughes
	Director of University Library and Collections Services		Stuart Hunt
	Director of Alumni and Supporter Engagement or nominee		Edd Pickering
Two members appointed by the Senate			
	Professor Hilary Geoghegan	School of Archaeology Geography and Environmental Sciences	31.07.2023
	Dr Paddy Bullard	School of Literature and Languages	31.07.2024
Ad Personam			
	Penny Egan		31.12.2022 (1st term)
	Simon Carter		31.07.2024 (3 rd term)
	Paul Mains		31.07.2024 (3 rd term)
By Invitation			
	Professor Clare Griffiths	Modern History, Cardiff University	01.10.2023 (2 nd term)
Secretary	Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
Terms of Reference:			
1.	To advise on promotion and funding development opportunities and future overall strategy for the Museum		
2.	To support and advise on the development of external partnerships and strategic initiatives, particularly in relation to the Museum’s unique and historic role as a source of knowledge, research and expertise in the heritage of English rural life:		
3.	To advise on the direction of collections’ development for the Museum’s object, archive and library collections.		
4.	To advise on the promotion of the Museum’s best practice and the national and international role of the Museum		
5.	To report to the UEB annually or by exception		

Finance and Planning

Finance and Planning Committee

Chair	The Vice-Chancellor	
	The Deputy Vice- Chancellor	
	The Pro- Vice Chancellors	
	The Chief Strategy Officer and University Secretary	
	The Chief Financial Officer	
Secretary	Caroline Redzikowska Senior Governance Officer (appointed by the University Secretary)	
By invitation		
	Head of Financial Planning and Strategy Director of Finance	Marie Misselbrook Andrew Grice
Terms of Reference:		
1	To oversee the University’s business planning activity (non-academic)	
2	To oversee the preparation of the University’s Annual Financial Statements	
3	To oversee the preparation of the University’s Annual Budget and Financial Forecasts including the preparation of forward capital expenditure plans and associated financing arrangements	
4	To oversee the in-year reporting of financial performance of the University and its subsidiary and associated companies	
5	To oversee the development and operation of the University’s Resource Allocation Process	
6	To oversee the development of the University’s Financial Regulations, Financial Manual, Financial Delegations and all other matters of financial policy and administration within the University	
7	To make recommendations to University Executive Board and any other matters referred to it from time to time by University Executive Board	

The Planning and Change Board

Chair	The Pro-Vice-Chancellor (Academic Planning & Resource) The Chief Strategy Officer and University Secretary	Professor Mark Fellowes Dr. Richard Messer
	The Deputy Vice Chancellor	Professor Parveen Yaqoob
	The Pro-Vice-Chancellors	Professor Peter Miskell
		Professor Elizabeth McCrum
		Professor Dominik Zaum
		Paul Inman
	The Chief Financial Officer	Sam Foley
	The Director of Estates	Andrew Casselden
	The Co-Directors of Planning and Strategy	Dr. Caroline Charles Helen Williams
	The Director of Finance	Andrew Grice
In attendance		
	Head of Finance, Planning and Strategy	Marie Misselbrook
	President of the Students' Union	
Secretary	Dr Cassie Moran, (Planning Manager)	
Terms of Reference:		
1.	To oversee the operation of the University's Sustainable Planning System to ensure that the University delivers its financial targets;	
2.	To ensure planning aligns with the University strategy and Institutional KPIs at School and Service level, including monitoring of performance in agreed School and Service level performance indicators;	
3.	To approve on behalf of UEB student number targets by School that, if met, will deliver the University's financial targets;	
4.	To consider and recommend to UEB resourcing plans and requests from Schools and Services that are consistent with the University's financial forecasts and growth plans;	
5.	To ensure that the implications for the estate of decisions made through the SPS process are understood and directed to relevant stakeholders;	
	<i>The following ToR pertain to change governance and responsibility is delegated to the Change Subgroup:</i>	
6.	To ensure alignment between planning and change governance;	
7.	To provide consistent assurance and challenge to ensure new change initiatives are set up to succeed and are aligned with the University's strategic objectives and priorities;	
8.	To determine which new change initiatives should be part of the University's change portfolio and when they should be scheduled;	
9.	To make recommendations to UEB or other Boards as appropriate in regard to approval, or otherwise, and scheduling of change initiatives;	
10.	To oversee the collective impact of change initiatives, ensuring that it is manageable for colleagues;	
11.	To arbitrate in regard to sequencing and resourcing conflicts, including postponing, pausing and stopping initiatives;	
12.	To monitor the progress of change initiatives in the portfolio;	
13.	To make visible to the University community the overall change picture and the indicative status of initiatives in the portfolio;	

14.	To review completed projects, and to disseminate learning and embed it in the Board's future work;
15.	To maximise the benefits of the portfolio as a whole;
	<i>The following ToR pertain to fees, scholarship and bursaries and responsibility is delegated to the Fees Subgroup</i>
16.	To determine and approve the routine setting of all fees and related policies including for undergraduate, taught postgraduate and postgraduate research programmes, work placements and modern languages/study abroad years. This responsibility is delegated to the Fees Subgroup;
17.	To recommend to the University Executive Board any fee rates and policies not considered as routine. This responsibility is delegated to the Fees Subgroup;
18.	To approve discounts, and to oversee and monitor scholarship and bursary schemes (including those linked to the Access Agreement). This responsibility is delegated to the Fees Subgroup

The Change Improvement Group

Chair	The Chief Strategy Officer and University Secretary	Dr. Richard Messer
	The Pro-Vice-Chancellor (Academic Planning & Resource)	Professor Mark Fellowes
	The Chief Financial Officer	Sam Foley
	The Co-Director of Planning and Strategy	Helen Williams
	The Director of Estates	Andrew Casselden
	The Director of Finance	Andrew Grice
	The Director of Digital Technology Services	Stuart Brown
	The Director of Human Resources	John Brady
In attendance		
	Strategic Planning Manager	Dr. Cassie Moran
	Staff Engagement & Communications Officer	
Secretary	Yara El Gowhary, Change and Continuous Improvement Officer	
Terms of Reference:		
1.	To ensure alignment between planning and change governance;	
2.	To provide consistent assurance and challenge to ensure new change initiatives are set up to succeed and are aligned with the University’s strategic objectives and priorities;	
3.	To determine which new change initiatives should be part of the University’s change portfolio and when they should be scheduled;	
4.	To make recommendations to UEB or other Boards as appropriate in regard to approval, or otherwise, and scheduling of change initiatives;	
5.	To oversee the collective impact of change initiatives, ensuring that it is manageable for colleagues;	
6.	To arbitrate in regard to sequencing and resourcing conflicts, including postponing, pausing and stopping initiatives;	
7.	To monitor the progress of change initiatives in the portfolio;	
8.	To make visible to the University community the overall change picture and the indicative status of initiatives in the portfolio;	
9.	To review completed projects, and to disseminate learning and embed it in the Board’s future work;	
10.	To maximise the benefits of the portfolio as a whole.	

The Fees Sub Group

Chair	The Pro-Vice-Chancellor (Academic Planning & Resource)	Professor Mark Fellowes
	The Pro-Vice-Chancellor (Education and Student Experience)	Professor Peter Miskell
	A Pro- Vice Chancellor	Paul Inman
	Chief Financial Officer	Sam Foley
In attendance		
	Director of Legal Services	Julie Rowe
	Strategic Planning Manager	Dr. Cassie. Moran
	Director of Global Recruitment and Admissions	James Ackroyd
	Head of International Partnerships	Steve Thomas
	President of the Students’ Union	
Secretary	Matt Daley, Head of Student Financial Support and Customer Service	
Terms of Reference:		
1.	To determine and approve the routine setting of all fees and fee policies including but not restricted to undergraduate, taught postgraduate and postgraduate research programmes, work placements and modern languages/study abroad years, in line with an agreed annual timetable;	
2.	In preparing fee recommendations and approvals, to consider whether relevant fee data from competitor institutions is required, and if so to commission such data from MCE;	
3.	To recommend to the University Executive Board any fee rates and policies not considered as routine in line with an agreed annual timetable;	
4.	To approve discounts, and to oversee and monitor scholarship and bursary schemes (including those linked to the Access Agreement), including monitoring annual spend against budget;	
5.	To ensure that all relevant offices (e.g. SIST, Admissions, MCE, SFS, SRO, Legal) are informed of fee decisions , policy changes, and discount approvals, so that consistent and up to date information is available to both internal and external stakeholders.	

Procurement Board

	Chief Financial Officer (<i>Chair</i>)	Sam Foley
	Director of Procurement	Lisa Jefferies
	Procurement Business Manager	Erin Cooper
<i>School Representatives:</i>		
	School of Art and Communication Design	Professor John Gibbs
	School of Built Environment	Professor Chris Harty
<i>Function Representatives:</i>		
	Legal Services	Julie Rowe
	Commercial	Darren Browne
	Henley Business School	Karis Burton
	DTS	Stuart Brown
	Estates	Andrew Casselden
	Campus Commerce	Matthew White
	Finance	Andrew Grice
<i>By Invitation</i>		
	Procurement Members or Business Owners	

	Head of Research Services	
Secretary:	Katie Smith (Senior Governance Officer appointed by the University Secretary)	
Terms of Reference:		
1	To ensure that all procurement related activity both non pay spend and income generating is prioritised in line with the University's strategy	
2	To increase the effectiveness of all procurement activity and provide a greater focus on the economy, efficiency and effectiveness and realisation of benefits for the University through the adoption of category management	
3	To provide visible and effective senior management oversight and governance, with the creation of key gateways within the category cycle, where they review and endorse recommendations from Category Managers with a clear escalation route through to the University Executive Board.	
4	To provide a focus on spend management through category strategies, including reviews and approval of the Procurement Work Programme, individual Category Plans and on strategic contract awards.	
5	<p>The Procurement Board is accountable for the overall guidance and strategic direction of procurement within the University and its subsidiaries, and would oversee progress across all aspects of the Category Management Cycle. The key areas of focus would be:</p> <ul style="list-style-type: none">• Review and approval of the Procurement Strategy• Review and approval of the Annual Procurement Plan• Review and approval of Category Strategic Plans• Review of progress against key performance indicators and initiatives in place to ensure targets were met• Review and approval of major changes to Procurement policies and procedures	
6	<p>To review and monitor the supply chain risk profile to ensure business continuity and procurement resilience including procurement considerations such as:</p> <ul style="list-style-type: none">• assessing risks and requirements for the UoR response to Brexit• Procurement Contract regulations and other related legislation• sustainability, SME's, and whole life costing	
7	To review and monitor the University's insurance arrangements	
8	To review contract monitoring for significant high-risk contracts and make recommendations as appropriate.	
9	To provide overall strategy and governance to the tracking of benefits and value for money ensuring robustness of the processes	
10	<p>The ownership of the reporting, requirements and outputs of all audits, assessments and accreditations that have an impact on sourcing strategies including:</p> <ul style="list-style-type: none">- Audits- External Procurement Assessments- Fair Trade	
	The Procurement Board will report to Finance and Planning Committee (by exception)	

Risk Management Group

Ex officio		
	Pro-Vice-Chancellor (Research and Innovation) (Chair)	Professor Domink Zaum
	Chief Financial Officer or nominee	Sam Foley
	Head of Governance	Louise. Sharman
	Risk Management and Business Continuity Officer	Brett Dyson
	Director of Estates	Andrew Casselden
	Director of Campus Commerce	Matthew White
	Director of IT	Stuart. Brown
	Director of Legal Servcies	Julie Rowe
	Director of Procurement	Lisa Jeffries
	Head of International Partnerships	Steve Thomas
Four Heads of School (drawn from representative disciplines of the University)		
		Professor Phil Dash
		Professor Gail Marshall
		Professor Steve Musson
		Professor Carol Fuller
Right of attendance		
	UoRM Provost (or nominee)	Pui Suang Tan
	Director of Internal Audit Services	David O'Connor
Secretary	Eleanor Saxon Senior Governance Officer, (appointed by the University Secretary)	
Terms of Reference		
1	To keep under review the University Risk Register to:	
	a)	Identify new risks that should be added and risks that are no longer relevant deleted;
	b)	Monitor the mitigating action taken for reach risk and that residual risk is managed;
	c)	Keep under revision the production of School and Service risk registers;
	d)	Act as the focal point for risk management activities within the University;
	e)	Prepare the annual review of risk management for Council (via the Audit Committee and University Executive Board
2	To keep under active review the University's major incident planning arrangement and modify these as necessary	
3	To keep under active review the University's business continuity planning arrangements and modify these as necessary.	
4	To keep under active review the University's insurance arrangements and modify these as necessary	
5	To report to the University Executive Board as necessary.	
6	To receive from the Head of Internal Audit Services:	
	a)	Copies of reports where the resultant audit opinion is 'of limited effectiveness', 'weak' or 'unacceptable' (i.e. reports that contain grade one recommendations);
	b)	Copies of reports which may not contain grade one recommendations, but where significant inconsistencies in approach across Schools/Departments have been identified;
	c)	Copies of audits scoped at the high/strategic level where the recommendations may lead to a revision of entries within the University Risk Register.

Costing and Pricing Steering Group

<i>Ex officio</i>	
Pro Vice-Chancellor (Academic Planning and Resource) (<i>Chair</i>)	Professor Mark Fellowes
The Deputy Vice-Chancellor	Professor Parveen Yaqoob
The Chief Financial Officer	Sam Foley
The Director of Finance	Andrew Grice
Head of Research Services	Dr Anne-Marie Van Dodeweerd
<i>Secretary</i>	TBC (appointed by the University Secretary)

Global and International Operations

Global Engagement Strategy Board

Chair		
	Pro Vice Chancellor (International)	Paul Inman
Ex officio		
	Dean of Postgraduate Research Studies and Researcher Development	Professor Adrian Williams
	Dean of the Henley Business School	Professor John Board
	Strategic Projects Officer	
	Senior Quality Support Officer (Partnerships)	Gemma Green
	Director of Global Recruitment and Admissions	James Ackroyd
	Head of the International Study and Language Institute	Professor David Carter
	Head of International Research Partnerships	Steve Thomas
	Head of Global Recruitment (International)	Andy Howman
	Teaching and Learning Dean (Student Experience)	Professor Clare Furneaux
	Director of Marketing Communication and Engagement	Fiona Blair
	Anglican Chaplain and Chaplaincy Team Co-ordinator	Revd Mark Laynesmith
	The President of the Students' Union	
Secretary	Katie Smith, Senior Governance Officer, (appointed by the University Secretary)	
<i>The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.</i>		
<i>The Board will circulate all papers to the Chief Financial Officer, the Chief Strategy Officer & University Secretary, and the Provost of the University of Reading Malaysia.</i>		
Terms of Reference		
1	To guide the development and implementation of the Global Engagement Strategy	
2	To monitor, in part through the use of KPIs, the progress and development of the University's international activities	
3	The Board will meet once a term.	
4	The Board will report to the University Executive Board and to Senate once a term	
5	The Board will operate the following Sub-Committees: <ul style="list-style-type: none">• International Operations Group (which shall report annually to the Board)• Ad hoc Working Groups as required	

International Operations Group

	A Pro Vice-Chancellor	Paul Inman
	Head of ISLI (<i>Vice-Chair</i>)	Dr David Carter
	Head of Global Recruitment (International)	Andy Howman
	The Director of Administration, Henley Business School	David Stannard
	Recruitment and Marketing Officer (Postgraduate Research)	Jonathan Lloyd
	The Head of Programme Administration, Henley Business School	Ann Marie Frank
	Head of Admissions	Kathryn Whittington
	Head of Careers and Employability	Ann Delazun
	Erasmus and Study Abroad Manager	Marcus Dowse
	A representative from RUSU	Vacancy
	A representative from Communications	Vicky Pearson
	A representative from the Library	Sue Egleton
	A representative from Research & Enterprise	Dr Charlotte Johnson
	A representative from Accommodation	Andrew Mathias
	Finance Tax Manager	Karen Hullis
	Senior Quality Support Officer (International)	Vicky Howard
	Home Office Compliance Officer	Katie Robertson
	Teaching and Learning Dean	Professor Clare Furneaux
	Head of International Partnerships	Steve Thomas
	Director of Finance	Andrew Grice
	Director of Marketing Communications and Engagement	Fiona. Blair
	Director of Student Services	Dr Paddy.E Woodman
	The International Student Advisor	Sedtin Wan
Secretary	Abbie Smith (appointed by the Pro-Vice Chancellor (International))	
<i>Terms of Reference:</i>		
<i>The International Operations Group will normally meet at least termly.</i>		
<i>It is intended as an informal group to, inter alia, share updates, help with Global Engagement Strategy coordination and act as an interest group for key professional services Global Engagement Strategy stakeholders.</i>		
<i>Membership of the Group may expand as necessary for particular items to ensure a joined-up approach across to the University's Global Engagement Strategy across its UK campuses.</i>		
It will also:		
1.	Act as an advisory group to the Pro-Vice-Chancellor (International) on operational and implementation matters in support of the University's Global Engagement Strategy.	
2.	Oversee and co-ordinate the implementation of key operational aspects of the University's Global Engagement Strategy.	
<i>Reporting:</i>		
	The International Operations Group will report to and receive reports from the Global Engagement Strategy Board.	

Health, Safety and Wellbeing

Health, Safety and Wellbeing Committee

<i>Ex officio</i>		
	Pro Vice Chancellor (Research and Innovation) (<i>Chair</i>)	Professor Parveen Yaqoob
	Director of Estates	Andrew Casselden
	Director of Campus Commerce	Matthew White
	Senior HR Partner	Alan Twyford
	Health and Safety Services Director	Jenny Mcgrother
	The Farms Manager	James Lamburn
	Head of Technical Services	Dr Karen Henderson
	University of Reading Malaysia	Pui Suang Tan
	RUSU Chief Executive	Ryan Bird
<i>One representative from UCU</i>		TBC
<i>Representatives for employee safety</i>		
	Sarah Nye	31.07.2023
	Sarah Hinton	31.07.2023
	Rhodri Buttrick	31.07.2023
<i>Four Academic Representatives</i>		
	Professor Steve Musson	School, Archaeology, Geography and Environmental Science
	Vacancy	School of Arts and Communication Design
	Professor Richard Frazier	School of Chemistry, Food and Pharmacy
	Dr Simon Clarke	School of Biological Sciences
<i>Standing Invitations</i>		
	The Chairs of such Sub-Committees as the Committee may establish	
	A representative from Occupational Health	Dawn Grout
	Director of Student Wellbeing Services	Selina Patankar-Owens
	Director of Procurement	Lisa Jeffries
	The Biological and Scientific Safety Advisor	
	Health and Safety Auditor/Advisor	Wendy Manning
	The Head of Governance	LouiseSharman
<i>Secretary</i>	Katie Smith (Senior Governance Officer) (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
1.	Contribute to the development of, and approve, University policies, procedures and standards of health, wellbeing and safety.	
2.	Monitor health and safety performance and compliance, including receiving reports on the outcomes of health & safety audits, accident and incident investigations, reports of inspection visits by regulatory authorities etc.	
3.	Make recommendations for improvement or remedial action to the Strategy and Finance Committee and/or the University Executive Board.	
4.	Promote effective two-way communications on health & safety between the Officers of the University and Heads of School/Service.	

5.	Encourage consultation and co-operation between the University authorities, its employees and students and promote best practice in matters relating to health and safety.
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Sub-Committee for Biological Safety

<i>Ex officio</i>		
		Professor J.M. Dunwell (<i>Chair</i>)
	Director, Health and Safety Services	Jenny McGrother
	Scientific Safety Advisor (Biological Safety Officer), Health and Safety Services	
	Director, Technical Services	Dr Karen Henderson
<i>A lay member of academic Staff</i>		
		Vacancy
<i>Specialist Academic Members</i>		
		Professor Ian. Jones (alternate Chair)
		Dr. Craig Hughes
		Dr Sarah Allman
		Dr Kimon-Andreas Karatzaz
<i>Representatives from relevant Schools 4 Health and Safety Co-ordinators (HSCo-ords) from Schools</i>		
	School of Biological Sciences	Simon Feist
	School of Archaeology, Geography and Environmental Sciences	Marie Taylor
	School of Chemistry, Food and Pharmacy	Danny Bosdet
	School of Agriculture Policy and Development	Robin Hunterl
<i>In attendance</i>		
	Assistant Health & Safety Advisor	Margot Bishop
<i>Secretary</i> Anna Mieleszko, Administrative Assistant (Health and Safety Services)		
<p>Membership: The SCBS should be chaired by a senior academic who is sufficiently and suitably trained and experienced in the use of biological agents and the use of genetic modifications in scientific research. Members should include the Director of H&SS, the Scientific Safety Advisor, (and the Biological Safety Officer, if different from the SSA), a member of University staff from a non-biological discipline, four specialist academic members with knowledge and experience of biological research, and the Health & Safety Co-ordinators from relevant Schools. The Secretary should be the H&SS Team Administrator (unless an alternative Secretary is nominated by the Director of H&SS).</p> <p>Quorum: The SCBS should be considered quorate if the following people are present: the Chair or an alternate he/she has designated, the HSSD or SSA, one additional specialist member and two HSCo-ords.</p> <p>Frequency: The SCBS will meet once per term and submit a summary report to the University Health, Safety and Wellbeing Committee.</p> <p>Purpose: The SCBS monitors and advises on biological research activities, particularly with reference to the Genetically Modified Organism (Contained Use) Regulations 2014 and Control of Substances Hazardous to Health Regulations 2002. The SCBS acts as the GM approval committee of the University. The SCBS</p>		

also advises the SSA in their function as the Biological Safety Officer and performs the following functions:	
<i>Terms of Reference</i>	
1.	As specified in the University's Safety Codes of Practice on biological safety and genetically modified organisms (GMO), to review and approve applications to undertake research work involving the use of biological materials, biological agents, or genetic modification, whether in contained use or deliberate release activities. Principal Investigators or a member of their research team will be invited to attend committee meetings to field questions from the committee in relation to risk assessments submitted to the committee for approval.
2	To advise and require that changes be made to proposed activities where the Committee considers it appropriate and makes it a condition for approval.
3	To receive, consider, and advise on reports and information provided by Enforcement Agencies or their inspectors.
4	To consider formal reports submitted by members of the University where appropriate.
5	To monitor the fitness for purpose and effectiveness of the University's health and safety management plan and procedures for genetic modification and biological safety.
6	To consider and advise on genetic modification and biosafety training and keep them under review.
7	To consider reports and statistics relating to incidents, work-related ill health and dangerous occurrences involving either genetically modified organisms or biological agents and materials and recommend remedial action where appropriate.
8	To cooperate with University governance i.e. University Research Ethics Committee on projects involving ethical, human tissue act and other such approvals.
The SCBS has the authority to:	
9	Stop work or require changes to be made to projects or facilities where there may be a breach of health & safety legislation or it is deemed dangerous to people or the environment

The Radiation Safety Sub-Committee

<i>Ex- Officio</i>		
	Chair of the Committee	Professor Emeritus Laurence Harwood
	Director, Health and Safety Services	Jenny McGrother
	Scientific Safety Advisor (Radiation Protection Officer & Laser Safety Officer), Health and Safety Services	
	Director, Technical Services	Dr Karen Henderson
<i>Membership</i>		
<i>The Radiation Protection Supervisors from relevant Schools</i>		
	School of Biological Sciences	Simon Feist
	School of Chemistry, Food and Pharmacy	
	School of Archaeology, Geography and Environmental Sciences	Marie Taylor
	School of Agriculture, Policy and Development	Dr Les Compton
	Institute of Education	Carolyn Fox
<i>Laser Protection Supervisors from relevant Schools</i>		
	Biological Sciences	Dr John Bowen

	School of Chemistry, Food and Pharmacy	
	Schools of Archaeology, Geography and Environmental Sciences & Mathematical, Physical and Computational Sciences	Marie Taylor
	School of Built Environment	Jude Brindley
<i>In attendance</i>		
	Radiation Protection Advisor/Radiation Waste Advisor (Radman Associates)	Mr R. Collins (or alternate)
	Assistant Health & Safety Advisor	Margot Bishop
<i>Secretary</i>	Anna Mieleszko, Administrative Assistant (Health and Safety Services)	
<u>Membership:</u>		
The Sub Committee should be headed by an academic who has shown scholarship in the use of radiation in research. Members should include: the Director of H&SS, the Scientific Safety Advisor, (and the Radiation and Laser Safety Officers, if different from the SSA), the Radiation Protection Supervisors, and the School Laser Supervisors. The Secretary should be the H&SS Team Administrator (unless an alternative Secretary is nominated by the Director of H&SS). Others invited to attend should include the UoR's appointed Radiation Protection Advisor/Radiation Waste Advisor (Radman Associates may provide appropriately qualified alternate).		
<u>Quorum:</u>		
The RSSC should be considered quorate if the following people are present: the Chair or an alternate he/she has designated, the HSSD or SSA, and at least half the total number of people appointed to RPS & SLS roles.		
<u>Frequency:</u>		
The RSSC will meet once per term and submit a summary report to the University Health, Safety and Wellbeing Committee.		
<u>Terms of Reference:</u>		
The RSSC monitors and advise on all aspects of the use of sources of radiation on & off campus, particularly with reference to the Ionising Radiation Regulations 2017, Ionising Regulations (Medical Exposure) Regulations 2000, the Control of Artificial Optical Radiation 2010, the Control of Electromagnetic Fields at Work Regulations 2016 and the Environmental Permitting Regulations 2016.		
The RSSC also advises the SSA in their function as the Radiation Protection Officer and Laser Safety Officer and performs the following functions:		
1.	To scrutinise and approve new research projects involving the use of ionising radiation, where a change in the EA permit is required or the Effective Dose to an individual is expected to exceed 1mSv/ year. Principal Investigators or a member of their research team will be invited to attend committee meetings to field questions from the committee in relation to risk assessments submitted to the committee for approval	
2.	To oversee, in conjunction with the SSA and the 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 and sealed sources of radiation, the use of X-rays, and the keeping of records pertaining to such uses.	
3.	To oversee and approve the use and management of lasers and other sources of non-ionising radiations including purchase, maintenance, and disposal of equipment, in accordance with the University Code of Practice on lasers.	
4.	To recommend additional conditions of use when required to maintain compliance with University's health and safety management systems, procedures and relevant legal requirements.	

5.	To establish and review the training and experience requirements for users of radiation sources and to ensure their activities are safe and in accordance with University radiation safety procedures.
6.	To review radiation safety procedures for effectiveness and recommend revisions as and when necessary.
7.	To receive and review audit reports relating to the use of sources of ionising and hazardous non-ionising radiation to determine if training, authorisations, and procedures are appropriate and effective, and recommend remedial action to correct deficiencies.
8.	To receive and review reports of incidents involving radiation and recommend action to correct deficiencies.
9.	To receive, consider, and advise on reports and information provided by Enforcement Agencies and their inspectors.
The RSSC has the authority to:	
10.	Stop work or require changes to be made to projects or facilities where there may be a breach of health & safety or environmental legislation or it is deemed dangerous to people or the environment.
11.	Require changes in experimental protocol to improve safety prior to approving projects or the purchase / maintenance / disposal of radioactive sources.
12.	Require changes in local rules for work involving use of radiation.

Information Systems and Management

Information Security Group

Chair	Director of DTS	Stuart Brown
	Risk Management and Business Continuity Officer	Brett Dyson
	Deputy Director of DTS	Mark Collett
	Deputy Director of DTS	Steve Gough
	Cyber Security Manager	Steve Hubbartt
	Information Security Analyst	James Dryden
	Data Protection Officer	Rebecca Daniells
	Professor of Cybernetics	Professor Richard Mitchell
	Campus Card Systems Manager	Nathan Harvey
By Invitation:		
	Director of Internal Audit Services	David O'Connor
	Solutions Architect	Vacancy
	Sustainability Officer	Paul Taylor
Secretary	Eleanor Saxon, Senior Governance Officer, (appointed by the University Secretary)	
Terms of Reference:		
1.	To ensure the University's information security framework is effective, fit for purpose and congruent with University's risk management procedures.	
2.	To develop policy and procedures on any information security matter that could put the University or its operations at risk.	
3.	To promote good practice, awareness and training on information security.	
4.	ISG will report to the Risk Management Group and University Executive Board or the University's Senior Information Risk Owner on matters concerning information security.	

Major Systems Projects Board

Ex Officio		
	Chief Strategy Officer and University Secretary	Dr Richard Messer (Chair)
	Chief Financial Officer	Sam Foley
	Pro-Vice Chancellor (Academic Resource and Planning)	Professor Mark Fellowes
In attendance		
	Director of DTS	Stuart Brown
	Director of Procurement	Lisa Jefferies
	Director of Finance	Andrew Grice
Other members of DTS invited as determined by the Director of DTS.		
The MSPB will expect to invite to meetings, from time to time, system owners and/or their nominees.		
Secretary	Eleanor Saxon, Senior Governance Officer (appointed by the University Secretary)	
Terms of Reference:		
1.	To review the existing list of current, approved and potential projects, and agree a revised list, which it will continue to keep up to date;	

2.	To approve proposals for new major systems projects with a budget of £250k or above, with recommendations to more senior committees as set out in the Schedule of Delegations;
3.	For each project it approves, to establish a Project Board to monitor and report on progress;
4.	To make recommendations to the Planning and Change Board about recurrent costs of projects which for its part it has approved;
5.	To approve for report to the Planning and Change Board a five year plan for systems projects in each of the seven main systems areas, and any other area as appropriate;
6.	To report to UEB three times a year on progress of all major systems projects;
7.	To approve requests from systems owners as to what we can stop using, with identified savings.

Equality Committees

Diversity and Inclusion Advisory Board

<i>Chair</i>	Pro Vice Chancellor (Research and Innovation)	Professor Parveen. Yaqoob
	Dean for Diversity and Inclusion	Dr Allan Laville
	Dean of Post Graduate Research Studies	Professor Adrian Williams
	Teaching and Learning Dean	Professor Katja Strohfeldt
	Research Dean	Professor Roberta Gilchrist
	Three Representatives from relevant Services	Vacancy Santosh Sinha James Ackroyd
	Director of Human Resources	John Brady
	Head of School	Professor Uma Kambhampati
	Co-Chairs LGBT Plus Staff Network	Vacancy Dr Ruvi Ziegler
	Co-Chairs of Women@Reading	Vacancy Rachel Thorns
	Co-Chairs of BAME Network	Dr Bolanie Adebola Santosh Sinha
	Co-Chair of Parent and Family Network	Dr Ellen McManus-Fry Lindsey Keys
	Representative of Staff Forum	Lisa Powles
	Representative of UCU	Vacancy
	Co-Chair of Institutional Athena SWAN	Dr Karen Henderson
	Co-Chairs of Staff Disability Network	Dr Yota Dimitriadi Vacancy
	Co-Chair of RE-ACT	Dr Joanna John
	The Welfare Officer of the Students' Union Alt: The Activities Officer of the Studnets' Union	
<i>By Invitation</i>		
	Director of Student Success and Engagement	Anne-Marie Henderson
	Diversity and Inclusion Officer	Hatty Taylor
	Diversity and Inclusion Officer	Nozomi Tolworthy
	Assistant Director of HR (People and Talent)	Susan Thornton
<i>Secretary</i>	Sinead O'Flynn	
<i>Terms of Reference:</i>		
The Diversity and Inclusion Advisory Board provides strategic oversight of matters relating to diversity and inclusion for staff and students at the University of Reading. The Group is responsible for:		
1.	Approving the University's strategic agenda, as proposed by the Dean for Diversity and Inclusion, in relation to diversity and inclusion;	
2.	Monitoring progress against action plans and diversity targets, and members bring to this task their own experiences and knowledge of good practice in diversity and inclusion, through work within the University and externally;	

3.	Overseeing activity on all protected characteristics and regularly reviewing the University's priority areas;
4.	Overseeing the University's legal requirements on equality and diversity including reviewing and monitoring the University's objectives.
5.	<p><u>Reporting Structure</u></p> <p>The Board meets bi-annually, and receives written and oral reports on the year past and proposals for the future from the Dean for Diversity and Inclusion and from other key diversity-related leadership (e.g. the Assistant Director for HR (People Development) and the Director of Student Success and Engagement).</p> <p>The Board reports directly to UEB when necessary, and will alert the Staffing Committee and the University Board of Teaching and Learning to matters of relevance.</p>

Access and Participation Committee

Ex Officio		
	Pro-Vice-Chancellor (Education and Student Experience) (Chair)	Professor Peter Miskell
	Teaching and Learning Dean	Professor Katja Strohfeldt
	Head of Pharmacy	Professor Katrina Bicknell
	School Director of Academic Tutoring, School of Law	Amanda Millmore
	School Director of Teaching and Learning, School of Archaeology Geographhy and Environmentla Science	Dr Stuart Black
	Director of Student Services	Dr Paddy . Woodman
	Director of Student Success & Engagement	Anne-Marie Henderson
	Director of Careers and Employability Services	Anne Delauzun
	Director of Global Recruitment and Admissions or nominee	James Ackroyd
	Head of Global Recruitment (UK and Outreach)	Dr Rachel South
	Head of Student Financial Support and Customer Service	Matt Daley
	Finance Planning and Strategy Analyst	Sandra Batchelor
	Associate Professor in Widening Participation	Dr Billy. Wong
	The Welfare Officer of the Students' Union	
Secretary	Chris Tye (appointed by the University Secretary)	
Terms of Reference:		
1.	To develop the University's strategy for widening participation and access (as outlined in the Access and Participation Plan (APP)), ensuring it is aligned with the University Strategy and will deliver against the Office for Students (OfS) requirements	
2.	To advise on the use of, and to monitor the OfS Targeted Allocations and the results of access-funded activity, both for the purposes of external reporting and to ensure compliance with the terms on which the funding was allocated	
3.	To promote and develop an institution wide awareness of, and responsibility for, widening participation and access, empowering Schools and Departments to actively contribute to the University's APP	

4.	To oversee the preparation, approval and submission of the APP at a frequency determined by the OfS and the associated subsequent annual monitoring/impact report
5.	To monitor University progress against the APP targets and investment plan and receive regular updates from areas charged with delivering aspects of the APP
6.	To report to the the University Board for Teaching Learning and Student Experience and to seek approval where appropriate [ie significant financial matters] from the University Executive Board

Staffing Committees

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

<i>Ex officio</i>	
The Vice-Chancellor (<i>Chair</i>)	Professor Robert Van de Noort
Pro-Vice-Chancellor (Academic Planning and Resource)	Professor Mark Fellowes
Pro-Vice Chancellor (Research and Innovation)	Professor Dominik Zaum
Pro-Vice Chancellor (Education and Student Experience)	Professor Elizabeth McCrum
<i>The normal period of tenure is three years</i>	
Two Research Deans	Professor Adrian Williams Professor Adrian Bell
Two Teaching and Learning Deans	Professor Clare Furneaux Vacancy
Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees	Dr Karen Poulter (to 31-07-2023) Vacancy
<i>Right of Attendance</i>	
The University Secretary	Dr Richard Messer
Director of HR (or their nominee)	John Brady
Dean of Diversity and Inclusion	Dr Allan Laville
<i>The University Secretary will provide a Secretary to ensure that a record is taken of proceedings, in particular, the reasons for each decision taken by the Committee.</i>	
<i>Secretary</i>	Katie Smith, (Senior Governance Officer (appointed by the University Secretary)
Reports to Council and Senate.	

Appeals against decisions of the Personal Titles Committee

The normal period of tenure is three years; No member is to be a member of the Personal Titles Committee.	
<u>Appeal after the School Personal Titles Committee:</u> An Appeal against the decision of the School Personal Titles Committee will be heard by a group consisting of an external person appointed by the Council (in the Chair) Mr R. Dwyer, and three Heads of School not involved in any decisions against which an appeal is being made.	
<u>Appeal after the University Personal Titles Committee</u> An appeal after the University Personal Titles Committee will be heard by a group consisting of an external person appointed by the Council (in the Chair), one member appointed by the Senate and the President of the Reading Branch of the Universities and Colleges Union.	
<i>Chair (appointed by the Council)</i>	
Howard Palmer	31.12.2023
<i>One member appointed by the Senate</i>	

	Vacancy	
<i>Ex officio</i>		
	The President of the Reading Branch of the UCU (alternate: the Senior Vice-President)	
<i>Secretary</i>	The University Secretary (Dr Richard Messer)	
<i>Terms of Reference:</i>		
	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 and Governance Committee.

Re-Grading Committee

Ex officio			
The Chief Strategy Officer and University Secretary		Dr Richard Messer	
The normal period of tenure is three years			
Academic Representatives		Professor Uma Kambhampati	31.07.2022
		Professor Helen Parish	31.07.2022
		Professor Phil Dash	31.07.2023
Director of CQSD		Keith Swanson	31.07.2024
Director of Technical Services		Dr Karen Henderson	31.07.2022
Assistant Director of HR (Advisory Services)		Claire. Rolstone	
Secretary	Sarah Ceato (Appointed by the Director of Human Resources)		
Terms of Reference:			
1	The Re-Grading Committee shall consist of the following voting members: a. The University Secretary & Chief Strategy Officer (Chair) b. Three Heads of School c. Two Heads of Function		
2	An Assistant Director of Human Resources shall attend meetings of the Re-Grading Committee in an advisory capacity		
3	The HR Manager (Reward & Benefits) shall be Secretary to the Committee		
4	The Committee shall meet twice a year		
5	The function of the Committee shall be as follows:		

	(a)	To consider and decide upon cases for re-grading roles that have been correctly submitted to the Committee. No member of the Committee shall consider a case from their own School or Function
	(b)	There are four possible outcomes open to the Committee when considering a request for re-grading: <ul style="list-style-type: none"> i. To agree that there has been a significant increase in the level of responsibilities resulting in a higher grade; ii. To agree that there has been a decrease in the level of responsibilities resulting in a lower grade; iii. To reject the request if it is agreed that any changes were not significant enough to meet the requirements of a higher grade; iv. To refer the case back for further information and clarification of role responsibilities.
	(c)	The Committee shall pay due regard to the outcomes of the HERA job evaluation in reaching their decision
	(d)	The Committee shall not consider cases for retention or reward for personal performance
	(e)	The Committee shall not consider cases for promotion for Academic and Research staff, which properly falls under the University's Personal Titles process.

Staff Forum

<i>Employer representatives</i>		
	The Chief Financial (<i>Co-Chair</i>)	Sam Foley
	The Director of Human Resources	John Brady
<i>Employee Representatives</i>		
Constituencies	Representative	Type of employees representing
Functions including Interdisciplinary Institutes and VC's office (excluding those within Academic and Governance Services and Estates and Campus Commerce)	Lisa Powles	G1-5
	John Jack (<i>Co-Chair</i>)	G1-5
	Sian Walsh (<i>Co-Chair</i>)	G1-5
	Ellen McManus-Fry	G1-5
	Sarah Hinton	G1-5
	Rhodri Buttrick	G6+
Estates and Campus Commerce	Chris Susel	G1-5
	Caroline Saunby	G1-5
	Catherine Fleming	G1-5
	Sarah Nye	G1-5
	Vacancy	G1-5
	Greg Goddard	G6+
Academic and Governance Services (CQSD, Library & UMASCS, IT, Legal Services, Governance, PSO, HR)	Emma Minns	G1-5
	Dana Allen	G1-5
	Vacancy	G1-5
	Amrit Saggu	G6+

Schools	Emma Marshall Pauline Wayman Daniel Wallace Leanne Ley Vacancy Vacancy	G1-5 G1-5 G1-5 G6+ G6+ G6+
Secretary	Rachel Thorns, HR Partner.	
Terms of Reference:		
1	To enable employee representatives (representing employees as set out in section 2 of the Information and Consultation Agreement relating to the Staff Forum) to bring ideas, questions and concerns to the Forum and take an active role in discussing, seeking practical ways forward and resolving such matters within the University	
2	<p>To enable the University to inform and consult with the Grade 1-5 employees, and seek their views through the Grade 1-5 employee representatives on the following matters (as outlined in the Information and Consultation Agreement relating to the Staff Forum):</p> <ul style="list-style-type: none">• Decisions likely to lead to substantial changes in work organisation or contractual relations for Grade 1-5 employees, including redundancies and transfers of the business or part of the business• Significant changes to HR policies or procedures or terms and conditions of employment common to Grade 1-5 employees• Changes to the University’s occupational pension scheme(s) affecting Grade 1-5 employees• Implications of any significant legislative initiatives which may affect the working environment, terms and conditions, or workplace practices and policies of the University in so far as they relate to the Grade 1-5 employees <p>Any other matters as may be deemed appropriate by the Chairs</p>	
3	The Staff Forum will enable the University to inform only on the matters above in relation to staff who are Grade 6+. The expansion of the Staff Forum is intended to compliment the formal representation rights held by UCU (Reading University and College Union) who are recognised as the formal employee representative body (as outlined in the Trade Union Recognition and Procedure Agreement) by which the University is legally obliged to inform and consult regarding the above points for employees at Grade 6 and above.	
4	The Forum shall operate in a spirit of co-operation and in the interests of the business of the University and its members as a whole.	

Staffing Committee

<i>Ex officio</i>			
	The Chief Strategy Officer and University Secretary	Dr Richard Messer	
	The Director of Human Resources	John Brady	
	An Assistant Director of Human Resources		
<i>Two Heads of School appointed by the University Executive Board</i>			
		Professor Chris Harty	31.07.2022
		Professor Helen Parish	31.07.2023
<i>One Head of Function appointed by the University Executive Board</i>			
		Stuart Hunt	31.07.2024

Two senior members of the staff of the University appointed by the University Executive Board			
		Professor Faustina Hwang	31.07.2024
		Dr Karen Henderson	31.07.2023
Secretary	Alan Twyford (appointed by the University Secretary)		
Standing Invitation			
	Dean for Diversity and Inclusion	Dr Allan Laville	
	One HR Partner		
	Director of Legal Services	Julie Rowe	
	The President of the Student’s Union		
Terms of Reference			
1.	To oversee the development of new Human Resources policy and related procedures, acting as project sponsor and establishing appropriate project teams from time to time		
2.	To monitor progress towards the People strategy		
3.	To review the effectiveness of current Human Resources procedures		
4.	To consider the practical implications of new employment legislation, codes of practice and other national developments		
5.	To discuss local variations to terms and conditions of employment.		
6.	To make recommendations to the University Executive Board and others as appropriate		
7.	To provide advice on the implications for Human Resources policy of matters referred to it by other bodies.		
8.	To ensure that significant Human Resources developments are communicated to staff in an effective and timely manner.		
9.	To be responsible for the implementation of the University’s people development policy and for monitoring the University’s people development programme.		
10.	To be responsible for the monitoring of such risks as may be assigned to it within the University’s Risk Register.		
11.	To advise the University (as employer), through the University Executive Board and the Strategy and Finance Committee, on policy issues relating to the University of Reading Pensions Scheme (URPS).		

Sports Management Committee

Chair	The Chief Financial Officer	Sam Foley
Ex officio		
	Director of Campus Commerce or nominee	Matthew White
	Student Activities Manager of the Union	
	Activities Officer of the Students' Union	
Three members of Academic Staff		
	David Wallace or Caroline Saunby (Staff Forum)	31.07.2023
	Professor Glen Gibson	31.07.2024
	Dr Mike Proven	31.07.2022
In attendance		
	Director of Finance or their nominee	Rachel Savin
	A representative of Alumni and Supporter Engagement	Agnes Gibson
	A Teaching & Learning Dean	
	Director of Student Services or their nominee	Dr Paddy E Woodman
	A representative of Student Recruitment and Outreach	Amy Fairbrother
	Projects Director or nominee	Nigel Wingfield
	SportsPark Operations Manager	Greg Goddard
	Director of Rowing	Will Rand
Standing Invitation		
	A Pro Vice Chancellor	Professor Peter Miskell
	Lecturer in Physical Education	Gwenda Lappin
	A post doc representative	Dr Rob Thompson
	Community Relations Officer or their nominee	Sarah Gardner
	A student representative from a sports team invited ad-hoc as deemed appropriate by the Activities Officer and Student Activities Manager of the Students' Union	
Secretary	Sarah Shears (appointed by the University Secretary)	
Terms of Reference:		
In these Terms of Reference, the phrase "sport" should be taken to encompass sport, recreation and fitness-related activities.		
1.	To make recommendations to appropriate bodies on policy relating to:	
	(i)	the level of provision of sport;
	(ii)	the promotion of sport internally to both academic and student bodies, and externally to the local community and beyond, in order to raise its profile and levels of participation;
	(iii)	the development of sports-related facilities;
	(iv)	the business strategy for sport, including pricing and fee structure;
	(v)	the use and maintenance of relevant facilities for sport, including the University Campus;
	(vi)	the links between sports and health and well-being of staff and students;
	(vii)	the interface between sport and academic issues including, where appropriate, programmes of study;
	(viii)	the sports activities of the University as they relate to environmental matters.

2.	To oversee the production and implementation of the University's Sports Strategy, in order to articulate with the University's Corporate Plan and other relevant institutional strategies.
3.	To receive reports from the Head of SportsPark, Director of Rowing and the Activities Officer of the Students' Union.
4	Reports annually to the Student Experience Committee in the Spring

Joint University/UCU Committee

<i>Ex officio</i>			
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Chair of the Staffing Committee		
	The Director of Human Resources		
<i>One member of the Senate appointed by the Senate</i>			
	Vacancy		
<i>Six members of the Reading Association of the UCU</i>			
	<i>The President of the Reading Association</i>	Sally Pellow (Chair)	
	<i>Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:</i>		
	Dr Ian Bland		
	Dr Rob Jubb		
	Vacancy		
	Vacancy		
	Moray McAulay, UCU Regional Official (alternate)		
<i>Secretary</i>	The University Secretary (for whom Katie Smith acts)		
The Chair alternates between the Vice-Chancellor and President of the Reading Association.			
<i>(Membership revised from 1 October 2012, following approval of the new Recognition Agreement by Council in July 2012, and further revised from 1 October 2013 to discontinue the representation of a lay member of Council.)</i>			
<i>Terms of Reference:</i>			
	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.			

Standing Committee of Senate on the Arts

The normal period of tenure is three years with eligibility for re-appointment		
<i>Ex officio</i>		
	Professor John Gibbs (Chair)	
	The Vice-Chancellor (alternate the Deputy Vice-Chancellor or a Pro-Vice-Chancellor)	
	The Director of the University Museums and Special Collections Service	
<i>The Heads of Schools and Departments:</i>		
	English Language and Literature	Professor Gail Marshall
	Film, Theatre & Television	Professor Lisa Purse
	Art	Professor Rachel Garfield
	Institute of Education	Suzy Tutchell
	Typography & Graphic Communication	Professor Eric Kindel
	Architecture	Professor Lorraine Farrelly
<i>Four members appointed by the Senate</i>		
	Professor Peter Robinson	31.7.2023
	Lucy Tyler	31.7.2022
	Professor Peter Miskell	31.7.2023
	Vacancy	
<i>One member to be nominated for one year by each of the following:</i>		
	Reading Borough Council:	Vacancy
	Reading Film Theatre:	Vacancy
	Senior Common Room Committee:	Professor Katrina Bicknell
<i>Up to three members of the Academic Staff or others to be co-opted by the Committee</i>		
	Director of Marketing Communication and Engagement or nominee	Fiona Blair
	Music Co-ordinator	Vacancy
	The Curator of the University Arts Collection	Dr Naomi Lebens
<i>By invitation</i>		
	Commercial Director	Darren Browne
	The RUSU Societies and Media Co-ordinator	
	The RUSU Activities Officer	
	Student representatives from relevant Departments and Societies Society Rep: RUFAS Society Rep: RUDS Society Rep: RUMS Student Rep: Literature and Languages Student Rep: Institute of Education Student Rep: Film, Theatre & Television Student Rep: Art Student Rep: Typography & Graphic Communication Student Rep: Architecture	
<i>Secretary</i>		
	Katie Smith, Senior Governance Officer, (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
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.

University Farms Board

<i>Ex officio</i>				
	The Chief Financial Officer (<i>Chair</i>)		Sam Foley	
	The Head of the School of Agriculture, Policy and Development		Professor Simon Mortimer	
	Another academic member of the School of Agriculture, Policy and Development		Professor Richard Bennett	
	Research Dean for Food and Health		Professor Carol Wagstaff	
	The Director of CEDAR		Professor Chris Reynolds	
			Dr Yiogos Gadanakis	
<i>Co-opted members</i>				
			Professor Richard Frazier	
<i>Two lay members (normally Farmers)</i>				
			David Homer	31.07.2024
			Jane Dyson	31.07.2024
<i>By invitation</i>				
	The Farms Manager		James Lamburn	
<i>The Board shall co-opt to membership such additional persons as it may from time to time determine</i>				
<i>Secretary</i>		Dr Simon Mealor		
<i>Terms of Reference:</i>				
1.	To keep under review the University's farming activities as carried out at Sonning and CEDAR Farms, bearing in mind the University's overall interest.			
2.	To approve the annual revenue and capital budgets for each farming operation.			
3.	To keep under review the financial position of each farming activity and take such action as is necessary to ensure agreed budgets are achieved.			
4.	To keep under review the staffing arrangement for each farming operation and advise the Head of School accordingly.			
5.	To keep under review the health and safety performance of the University's farming operations.			
6	To make recommendations and report to the University Executive Board as required.			

Students' Union: Trustee Board

<i>Officer Trustees</i>		
	The President	
	The Education Officer	
	The Welfare Officer	
	The Activities Officer	
	The Diversity Officer	
<i>Student Trustees</i>		
		Oscar Minto
		Benjamin Coleman
		Ruth Adeniyi
<i>External Trustees</i>		
		Debra Sopra
		Tim Bertram
		Ray Ellison
		Jack Maddock
<i>Secretary</i>	Ryan Bird, Chief Executive of Students' Union	

Appendix 1

Committee Membership of Lay Members of Council		
Tom Beardmore-Gray Vice President of Council	(31.07.2023)	Appointments and Governance Committee (<i>by invitation</i>)
		Remuneration Committee
		Strategy and Finance Committee
		Student Experience Committee
Sian Butler	(31.07.2023)	Audit Committee
Kevin Corrigan	(31.07.2022)	Audit Committee
		Investments Committee
		Strategy and Finance Committee (<i>from 01/12/2020</i>)
Penny Egan	(31.12.2024)	Committee for the Museum of English Rural Life
		Honorary Degrees: Joint Standing Committee of the Council and Senate
		Strategy and Finance Committee
		Student Experience Committee
Helen Gordon Vice President of Council	(31.07.2023)	Appointments and Governance Committee
		Honorary Degrees: Joint Standing Committee of the Council and Senate
		Remuneration Committee (<i>by invitation</i>)
		Strategy and Finance Committee
Sue Maple	(31.07.2022)	Appointments and Governance Committee
		Remuneration Committee
Peter Milhofer	(31.07.2022)	Audit Committee
		Investments Committee
Lola Moses	(31.07.2023)	Student Experience Committee
Kate Owen Vice President of Council	(31.07.2024)	Appointments and Governance Committee
		Remuneration Committee
		Strategy and Finance Committee
		Student Experience Committee
Sally Plank	(31.07.2023)	

Dr Paul R Preston, President of Council	(31.07.2022)	Appointments and Governance Committee
		Audit Committee
		Honorary Degrees: Joint Standing Committee of the Council and Senate
		Investments Committee
		Remuneration Committee
		Strategy and Finance Committee
Simon C.C. Pryce	(31.07.2022)	Investments Committee
		Strategy and Finance Committee
Nigel Richards	(31.07.2022)	Audit Committee
Dr Christopher Shaw	(31.07.2022)	Audit Committee
		Student Experience Committee

Appendix 2

Deputy Vice-Chancellor		
Professor Parveen Yaqoob		31.12.2021
Pro-Vice-Chancellors		
Professor Mark Fellowes		31.07.2025
Professor Elizabeth McCrum		31.12.2025
Professor Peter Miskell		31.01.2028
Professor Parveen Yaqoob		31.07.2024
Professor Domink Zaum		31.07.2024
Paul Inman		
Research Deans		
Professor Roberta Gilchrist	Heritage & Creativity	31.07.2027
Professor John Gibbs	Heritage & Creativity	31.07.2027
Dr Phil Newton	Environment	31.07.2022
Professor Carol Wagstaff	Food and Health	31.07.2027
Professor Adrian Bell	Prosperity & Resilience	31.07.2022
Teaching and Learning Deans		
Professor Katja Strohfeldt		31.07.2023
Professor Clare Furneaux		31.07.2027
Daniel Grant		31.07.2027
Louise Hague		31.07.2027
Dean for Diversity and Inclusion		
Dr Allan Laville		
Deans		
Professor John Board	Henley Business School	
Professor Adrian Williams	Postgraduate Research Studies and Researcher Development	31.07.2027
Heads of Schools		
School of Arts and Communication Design	Professor John Gibbs	31.12.2023
Institute of Education	Professor Carol Fuller	31.08.2026
School of Humanities	Professor Helen Parish	31.07.2025
School of Law	Professor James Devenney	31.07.2025
School of Literature and Languages	Professor Gail Marshall	31.07.2023
School of Politics, Economics and International Relations	Professor Uma Kamphampati	31.07.2025
International Study and Language Institute	Dr David Carter	31.07.2023

School of Agriculture, Policy and Development	Professor Simon Mortimer	28.02.2026
School of Biological Sciences	Professor Phil Dash	01.01.2026
School Chemistry, Food and Pharmacy	Professor Richard Frazier	31.07.2027
School of Psychology and Clinical Language Sciences	Professor Carmel Houston- Price	30.04.2025
School of the Built Environment	Professor Chris Harty	31.07.2023
School of Archaeology, Geography and Environmental Science	Professor Steve Musson	31.07.2025
School of Mathematical, Physical and Computational Sciences	Professor Andrew Charlton-Perez	31.07.2027
Henley Business School		
Business Informatics, Systems and Accounting	Professor Keiichi Nakata	30.04.2024
International Business and Strategy	Professor James T. Walker	30.06.2023
The International Capital Markets Association Centre	Professor Carol Padgett	30.09.2022
Leadership, Organisations and Behaviour	Professor Yelena Kalyuzhnova	31.06.2025
Marketing and Reputation	Professor Adrian Palmer	31.01.2022
Real Estate and Planning	Professor Gianluca Marcato	31.12.2024

Appendix 3

Trusts

NIRD Trust Committee

<i>Chair</i>	Steve Sherman	External Member
<i>Appointed by Council</i>		
	Professor Richard Bennett	
	David Christensen	External Member
<i>Secretary</i>	Caroline Redzikowska (who acts on behalf of the University Secretary)	

Hugh Sinclair Trust

Chair	Sam Foley	Chief Financial Officer	
Appointed by Council			
	Professor Carol Wagstaff	Research Dean	
	Professor Richard Frazier	Head of the School of Chemistry Food and Pharmacy	
	Professor Julie Lovegrove	Hugh Sinclair Chair in Human Nutrition	
Secretary	Eleanor Saxon (who acts on behalf of the University Secretary)		

Greenlands Trust

<i>Chair</i>	Chief Financial Officer	Sam Foley
<i>Appointed by Council</i>		
	Lay member of Council	Helen Gordon
	Lay member of Council	Peter Milhofer
	Lay member of Council	John Taylor
<i>In attendance</i>		
	Dean of Henley Business School	Professor John Board
<i>Secretary</i>	Eleanor Saxon (who acts on behalf of the University Secretary)	

Beckett International Foundation

Chair	Pro-Vice-Chancellor (Research and Innovation)	Professor Dominik Zaum
Appointed by Council		
	Professor Roberta Gilchrist	Research Dean
	Kate Arnold-Forster	Director of UMASCS
	Guy Baxter	Associate Director UMASCS – Archive Services

	Professor Jonathan Bignell	School of Art and Communication Design
	Professor Conor Carville	School of Literature and Languages
	Professor Anna McMullan	School of Art and Communication Design
	Professor Steven Matthews	School of Literature and Languages
	Stuart Hunt	Director UCLS & University Librarian
	Dr Mark Nixon	School of Literature and Languages
<i>Secretary</i>	TBC (who acts on behalf of the University Secretary)	

Wholly Owned Companies

Henley Business School Limited Company Number 07019049

Chair		
Appointed by Council		
	Professor John Board	Dean, Henley Business School
	Sam Foley	Chief Financial Officer
	Professor Robert Van de Noort	Vice Chancellor
Secretary	TBC (who acts on behalf of the University Secretary)	

Henley Business Angels Limited Company Number 10065023

<i>Chair</i>		
<i>Appointed by Council</i>		
	Jurek Sikorski	Executive Director, Henley Centre for Entrepreneurship
	Sam Foley	Chief Financial Officer
	Dr Keith Arundale	Sessional Lecturer, ICMA Centre
	Denis Bidinost	
	Dr John Cavill	
<i>Secretary</i>	TBC (who acts on behalf of the University Secretary)	

Thames Valley Science Park Limited Company Number 09435011

<i>Chair</i>		
<i>Appointed by Council</i>		
	Professor Adrian Williams	Dean of Postgraduate Research Studies and Researcher Development
	Andrew Grice	Director of Finance
<i>Secretary</i>	Louise Sharman, Head of Governance (who acts on behalf of the University Secretary)	

Reading Real Estate Foundation

Company Number 04347140/ Charity Number 1092627

<i>Appointed by Council</i>		
<i>Chair</i>		Deputy Vice Chancellor
	Ms Sam Foley	Chief Financial Officer

	Patrick Allen	
	David Atkins	
	Susan Clayton	
	Professor Ginny Gibson	
	Stafford Lancaster	
	Bryan Laxton	
	Professor Gianluca Marcato	Real Estate Development
	Katherine Norton	
	Professor Kathy Pain	Chair in Real Estate Development
	John Ridley	
	Christopher Taylor	
Secretary	TBC (who acts on behalf of the University Secretary)	

Overseas Subsidiaries

RUMAL Reading Sendirian Berhad Board of Directors

<i>The Directors of Rumal Reading Sdn.Bhd.</i>		
	Pro- Vice Chancellor (International) (<i>Chair</i>)	Paul Inman
	Head of the School of Law, UoR	Professor James Devenney Zaum
	Head of the School of the Built Environment, UoR	Professor Chris Harty
	Company Secretary, Tricor Corporate Services Sdn Bhd	May Li Yong
<i>By invitation</i>		
	Provost and Chief Executive Officer, UoRM	Professor Wing Lam
	Director of Finance and Corporate Services, UoRM	Pui Suang Tan
	Chief Financial Officer UoR	Sam Foley
	Dena of the Henley Business School	Professor John Board
<i>In attendance</i>		
	Tricor Corporate Services Sdn Bhd	Chloe. Soon
<i>Secretary:</i> Caroline Redzikowska (Senior Governance Officer)		

University of Reading Malaysia Executive Board

<i>Chair</i>		
	Provost and Chief Executive Officer, UoRM (<i>Chair</i>)	Professor Wing Lam
	Director of Finance and Corporate Services, UoRM	Pui Suang Tan
	Director of Student Welfare and Academic Services	Nandan Ramachandran
	Academic Director of Teaching and Learning	Professor Anne Vergis
	Chair of Academic Heads of Section, UoRM	Bruce Howell
<i>Secretary</i>	Imelda Simon, Executive Officer, UoRM	

University of Reading Malaysia Academic Board

<i>Chair</i>	Provost and Chief Executive Officer, UoRM	Professor Wing Lam
	Academic Director of Teaching and Learning	Professor Anne Vergis
	Head of Henley Business School (UoRM)	Professor Teck Eng
	Head of Foundation Study and Language Institute (UoRM)	Bruce Howell
	Head of Psychology and Clinical Language Sciences	Dr Rachel Pye
	Head of Law	Professor Anne Vergis
	Head of Built Environment	Dr Bruno Lot Tanko
	Campus Director of Academic Tutoring	Dr Kuan Yong Ching
	Director of Student Welfare and Academic Services	Nandan Ramachandran
	Head of Learning Resource Centre	Thiam Ming Wong
	Head of Student Recruitment	
	Head of Business Systems & Applications	Kannan Sankaran
<i>RUMSA Student Representatives</i>		
	President	
	Education Officer	

<i>By Invitation</i>		
	Director of Finance and Corporate Services	Pui Suang Tan
	Head of Human Resources (Acting)	Mohammed Raziff Ahmad Rosli
<i>Secretary</i>	Rachel Leong	

Henley Business School – South Africa

<i>The Directors of Henley Business School South Africa</i>	
TBC	
<i>Secretary:</i>	

Henley Business School – Germany

<i>The Directors of Henley Business School Germany.</i>	
Dean of Henley Business School	Professor John Board
TBC	
<i>Secretary:</i>	

Henley Business School – Finland

<i>The Directors of Henley Business School Finland.</i>	
Dean of Henley Business School	Professor John Board
	Professor Andrew Godley
	A Matlu
<i>Secretary:</i>	