



University of Reading

Committee List 2019-20

Version	Date	Author	Amended
1	22.08.2019	Caroline Redzikowska	
2	09.09.2019		Caroline Redzikowska
3	11.10.2019		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
The Pro-Vice-Chancellors
The Dean of the Henley Business School

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

Mr T. Beardmore-Gray	31.07.2020
Mr G Braham	31.07.2022
Mr K. Corrigan	31.07.2022
Mrs P. Egan	31.12.2021
Mr R.E.R. Evans (<i>Vice-President of the Council</i>)	31.07.2021
Ms H. Gordon	31.07.2020
Ms S. Maple	31.07.2022
Mr P. Milhofer	31.07.2022
Mrs K. Owen (<i>Vice-President of Council</i>)	31.07.2021
Dr P.R. Preston (<i>President of the Council</i>)	31.07.2022
Mr S.C.C. Pryce	31.07.2022
Mr N. Richards	31.07.2022
Dr C. Shaw	31.12.2022
Mr J Taylor	31.07.2022
Ms S.M. Woodman	31.07.2020

Class 3: Two members 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.

Vacancy	
Professor J. Park	31.07.2021

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

Professor C. Furneaux	31.07.2020
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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 C. Furneaux	31.07.2020
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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.

Vacancy	
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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

Diversity Officer of the Students' Union
Student Activities Officer of the Students' Union

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

Sub-Committees of the Council

Appointments and Governance Committee

<i>Ex officio</i>			
	The President of the Council	Dr P.R Preston (<i>Chair</i>)	31.07.2022
	The Vice-Chancellor		
	One Pro-Vice-Chancellor	Professor G. Brooks	31.07.2020
	One Dean	Professor S. Chandler-Wilde	31.12.2020
<i>Four other lay members of Council</i>			
		Mr R.E.R Evans	31.07.2021
		Mrs S Maple	31.07.2022
		Mrs K. Owen	31.07.2021
		Ms S. Woodman	31.07.2020
<i>Right of Attendance</i>			
		Mr J Taylor	31.07.2022
<i>Secretary</i>			
	The University Secretary (for whom Ms L.V. 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

<i>Four lay members of the Council</i>			
	Mr T. Beardmore-Gray (<i>Chair</i>)		31.07.2020
	Mr K Corrigan		31.07.2022
	Mr P Milhofer		31.07.2022
	Mr N Richards		31.07.2022
<i>No fewer than two/ no more than three further lay members appointed by the Council, not necessarily from its own number:</i>			
	Mr S. Sherman		31.07.2022
	Mr L. Holt		31.12.2022
<i>Right of Attendance</i>			
	The President of the Council		31.07.2022
	The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)		
	The Chief Financial Officer		
<i>In attendance</i>			
	Director of Internal Audit Services		
	Director of Finance		
	A representative of the Strategy and Finance Committee		
<i>Secretary:</i> The University Secretary (for whom Ms L.V. Sharman acts)			
<i>Terms of Reference:</i>			
Constitution			
1.	The Council has established a committee of the Council known as the Audit Committee.		
Membership			
2.	The Audit Committee shall comprise		
	(a)	A Chair appointed by the Council from among its members.	
	(b)	Six other members appointed by the Council (including the Chair) at least four of whom to be from among its members.	
3.	The University Secretary shall be Secretary to the Committee		
4.	A quorum shall be three members.		
Restrictions			
5.	(a)	At least 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		
6.	(a)	The following have a right of attendance at meetings:
		The President
		The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)
		The Chief Financial Officer
		The Director of Finance
		The Director of Internal Audit Services
Frequency of meetings		
7.		Meetings shall normally be held four times each financial year. The external auditors or the Head of Internal Audit Services may request a meeting if they consider it necessary.
Authority		
8.		The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.
9.		The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or President of the Council. However, it may not incur direct expenditure in this respect in excess of £30,000 without the prior approval of the Council.
10.		The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control, and any relevant issue raised in the external auditor's management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council, for onward transmission to the Regulator.
Duties		
11.		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 Head of Internal Audit Services, if applicable), the audit fee, the provisions of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.
	(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 satisfactory arrangements are in place to promote economy, efficiency and effectiveness.
	(l)	To receive any relevant reports from the National Audit Office, the OfS and other organisations.
	(m)	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.
	(n)	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.
	(o)	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.
	(p)	To review letter(s) of representation requested by the external auditors in relation to the financial statements for approval by the Council.
	(q)	To approve for recommendation to the Council the University's Whistleblowing Policy, and to monitor and report on statistics on whistleblowing.
	(r)	To obtain assurances that policies and procedures as defined from time to time are applied consistently.
	(s)	To obtain assurances that proportionate systems are in place in regard to the integrity of publications.
	(t)	To review the Committee's own activities, compliance and effectiveness normally on a five yearly cycle.
Reporting Procedures		
12.	The Committee will report after each meeting to Council.	
13.	The Committee will prepare an annual report covering the University's financial year and including any significant issues up to the date of preparing the report. The report will 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"> • economy, efficiency and effectiveness (value for money); 	

	<ul style="list-style-type: none"> management and quality assurance of data submitted to HESA and t other providers of public funds.
	<ul style="list-style-type: none"> the consistent application of policies and procedures as defined from time to time.

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>		
	<i>Vacancy (to be appointed during Spring term)</i>	
	<i>Vacancy (to be appointed during Spring term)</i>	
	Ms H. Gordon	31.07.2020
	Dr P.R Preston	31.07.2022
<i>Appointed by the Senate</i>		
	Professor J. Board	31.07.2020
	Professor L. Farrelly	31.07.2020
	Professor C. Tissot	31.07.2022
	<i>Vacancy</i>	
	<i>Vacancy</i>	
<i>Secretary</i>		
	The University Secretary (for whom Ms L.V. 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>		
	Mr S.C.C. Pryce	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>		
	Mr K. Corrigan	31.07.2022
	Mr R.E.R Evans	31.07.2021
<i>Co-opted member</i>		
	Mr P. Lewis	31.07.2022
<i>Secretary</i>		
	Ms L.V. Sharman (who acts on behalf of the University Secretary)	
<i>In attendance</i>		
	Pro-Vice Chancellor (Academic Planning and Resource)	
	The Director of Estates	Mrs. J.L Pich
<i>Terms of Reference:</i>		
1.	To manage the long-term investments of the University and its Trusts, including the real property held for investment purposes or which is surplus to the requirements of the University and its Trusts;	
2.	To oversee the operational management of the investment property portfolio for the University and its Trusts including the addition or disposal of property to or from the portfolio from time to time;	
3.	To appoint agents, investment managers and other advisors to act for the University and its Trusts;	
4.	To advise the Council or the relevant Trust Committee whether any properties currently in use ought to transfer to the investment property portfolio;	
5.	In accordance with Council Resolution 1(d), Minute 4936, to carry out the University's duties as Trustee of the Research Endowment Trust, including the allocation of funds (if any) each year to the University;	
6.	To keep under review the University's medium-term financial and financing strategies.	
7.	To meet not less than three times each year;	
8.	To keep under review those risks on the University corporate risk register in which the Committee has an interest;	
9.	To undertake other such matters as are referred to it by the Council;	

Remuneration Committee

<i>Ex officio</i>			
	The President of the Council	Dr. P.R Preston	31.07.2022
	A Vice-President of the Council	Mr R.E.R Evans (Chair)	31.12.2021
<i>Three other lay members of the Council</i>			
		Mrs K. Owen	31.07.2021
		Mrs S. Maple	31.07.2022
		Mrs S. Woodman	31.07.2020
<i>Right of Attendance</i>			
		Mr J Taylor	31.07.2022
<i>By Invitation</i>			
	The Vice-Chancellor		
	The Director of Human Resources	Mr J Brady	
<i>Secretary</i> The University Secretary (for whom Ms L.V. 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		
Dean of Diversity and Inclusion		
Director of Human Resources		
<i>In attendance:</i>		
Heads of School		
One Lay member of the Remuneration Committee		Ms S Woodman
<i>Secretary</i>	Miss C. Eckett (Appointed by the Director of Human Resources)	

Senior Staff Salaries Advisory Group

	The Deputy Vice-Chancellor	
	The Pro-Vice Chancellors	
	The Chief Strategy Officer and University Secretary (<i>Chair</i>)	
	The Director of Human Resources	
	The Chief Financial Officer	
	Dean for Diversity and Inclusion	
<i>In Attendance</i>		
	One Lay member of the Remuneration Committee	Ms S Woodman
<i>Secretary</i>	Miss C. Eckett (Appointed by the Director of Human Resources)	

Strategy and Finance Committee

The normal period of tenure is three years.			
<i>Ex officio</i>			
	The President of the Council (<i>Chair</i>)	31.07.2022	31.07.2022
	The Vice-Presidents of the Council	Mr R.E.R Evans	
		Mrs K Owen	
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Pro-Vice-Chancellors		
<i>Four other lay members of the Council</i>			
		Ms P. Egan	31.12.2021
		Mr S.C.C Pryce	31.07.2022
		Ms H Gordon	31.07.2020
<i>Secretary:</i> The University Secretary (for whom Mr K.H.S. Swanson acts)			
<i>In attendance</i>			
	The Chief Financial Officer		
<i>Terms of Reference:</i>			
1.	The Strategy and Finance Committee shall consist of the following voting members:		
	<i>Ex officio</i>		
	The President of the Council		
	The Vice-Presidents of the Council		
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Pro-Vice-Chancellors		
	<i>Elected Members</i>		
	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.
	I	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>	Mr K.N. Hodgson to 31.07.2021
		Mr S Sherman
		Vacancy
		Mr J.J. Brady
<i>Member Nominated Trustees</i>		
		Mrs V. Davis
		Mr M. Taylor
		Mrs S. Mott
<i>Secretary</i>	The Pensions Officer (for whom Mrs K. Kitt acts)	

UREPF Governance Sub-Committee

	<i>(Chair)</i>	Mr K.N. Hodgson
		Miss S. May
		Mrs S. Mott
		Mr M. Taylor
<i>Secretary</i>	The Pensions Officer (for whom Mrs K. Kitt acts)	

UREPF Investment Sub-Committee

	<i>(Chair)</i>	Mr S Sherman
		Mr K.N. Hodgson
		Mrs S. Mott
		Miss S. May
		Vacancy
<i>Secretary</i>	The Pensions Officer (for whom Mrs K Kitt and Dr S. Mealor act)	

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

	<i>(Chair)</i>	Mr K.N. Hodgson
	Two University appointed Trustees	Vacancy
		Mr J. Brady
	Member nominated Trustees	Ms L. Stone
		Ms E van Herel
<i>Secretary</i>	The Pensions Officer (for whom Mrs K. Kitt acts)	

URPS Governance Sub-Committee

	<i>(Chair)</i>	Mr K.N. Hodgson
		Mr J. Brady
		Ms E van Herel
		Miss S. May
<i>Secretary</i>	The Pensions Officer (for whom Mrs K. Kitt acts)	

Student Experience Committee

<i>Membership</i>			
<i>Chair (a lay member of the Council)</i>			
	Vice-President of the Council (<i>Chair</i>)	Mrs K Owen	31.07.2021
	Lay Member of Council	Ms H. Gordon,	31.07.2020
	Lay Member of Council	Mr T Beardmore-Gray	31.07.2022
	Lay Member of Council	Ms P Egan	31.07.2022
	Lay Member of Council	Dr C. Shaw	31.12.2022
	President of the Students' Union		
	Welfare Officer of the Students' Union		
	Diversity Officer of the Student's Union		
	Education Officer of the Students' Union		
	Activities Officer for Students' Union		
<i>By co-option:</i>			
	The Postgraduate (taught) Part Time Officer for the Students' Union	1 year term, renewable for 1 further year.	
	The Postgraduate (Research) Part Time Officer for the Students' Union		
<i>In attendance:</i>			
	A UoRM representative	Dr R Pye	
	PVC (Academic Planning and Resource)	Professor M Fellowes	
	Director of Student Services or nominee	Dr P.E Woodman	
	Teaching and Learning Dean appointed by the Council.	Professor C. Furneaux	
	A Dean for Diversity and Inclusion	Professor S. Chandler-Wilde	
	Student Communications Business Partner	Ms J. Rich	
<i>Secretary</i>	Mr K.H. Swanson (appointed by the University Secretary)		
Invitations will be made from time to time to other staff or student representatives for specific items.			
<i>Terms of Reference:</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

<i>Ex officio</i>			
	The Vice-Chancellor		
	The Deputy Vice-Chancellor		
	The Pro-Vice-Chancellors		
<i>Deans Postgraduate Research Studies; Diversity and Inclusion</i>			
	Professor D.C. Berry	<i>Postgraduate Research Studies</i>	
	Professor S Chandler-Wilde	<i>Diversity and Inclusion</i>	
<i>The Research Deans</i>			
	Professor A. Bell	<i>Prosperity and Resilience</i>	31.07.2020
	Professor A. Williams	<i>Health</i>	31.07.2021
<i>Teaching and Learning Deans</i>			
	Professor C.L. Furneaux		31.07.2020
	Professor E. McCrum		31.07.2021
<i>Elected by and from amongst the Heads of Schools:</i>			
	Professor D. Carter	International Study and Language Institute	31.07.2021
	Professor B. Cosh	Mathematical, Physical and Computational Sciences	31.12.2020
	Professor C. Harty	Built Environment	31.07.2021
	Professor C. Houston-Price	Psychology and Clinical Languages	31.07.2022
	Professor G. Marshall	Literature and Languages	31.07.2021
	Professor S. Musson	Archaeology Geogrpahy and Environmental Science	31.07.2021
<i>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.</i>			
	Vacancy		
	Professor R. Frazier	Chemistry, Food and Pharmacy	31.07.2020
	Professor A. Godley	Henley Business School (Leadership Organisations and Behaviour)	31.07.2021
	Dr E. Aston	Humanities -(Classics)	31.07.2020
	Dr R. Berkley	Institute of Education	31.07.2021
	Professor I. Bojak	Psychology and Clinical Language Sciences	31.07.2020
	Dr S. Langdon	Mathematical, Physical and Computational Sciences	31.07.2021
	Dr G. Di Fatta	Mathematical, Physical and Computational Sciences	31.07.2020
<i>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.</i>			
	Professor C Becker	Languages and Literature	31.07.2022
	Dr K. Bicknell	Chemistry, Food and Pharmacy (Pharmacy)	31.07.2021
	Dr L Hague	Law	31.07.2022
	Ms R. Jerrome	Agriculture, Policy and Development	31.07.2021

	Dr K. Poulter	Mathematical, Physical and Computational Sciences	31.07.2021
	Professor D Stack	Humanities	31.07.2022
<i>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.</i>			
	Professor H Bilton	Institute of Education	31.07.2022
	Dr K 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 R. Harris	Institute of Education	31.07.2020
	Professor J. Setter	Literature and Languages	31.07.2021
<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>			
	Dr D. La Penna	Literature and Languages	31.07.2022
	Dr F Greco	Chemistry Food And Pharmacy	31.07.2022
	Dr A Urquhart	Henley Business School	31.07.2022
	Professor P Williams	Mathematical, Physical and Computational Sciences	31.07.2022
	Dr D 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>			
	Professor S Walker	Arts and Communication Design	31.07.2021
	Dr S. Sharp	Education	31.07.2021
	Professor E. West	Humanities	31.07.2021
	Dr. L. Hill-Cawthorne	Law	31.07.2021
	Dr C. Houston	Literature and Languages	31.07.2021
	Dr K. Whiteside	International Study and Language Institute	31.07.2022
	Dr M. Shanahan	Politics, Economics and International Relations	31.07.2021
	Dr M. Vahdati	Built Environment	31.07.2022
	Dr H Yang	Archaeology Geography and Environmental Science	31.07.2022
	Dr H. Wei	Mathematical, Physical and Computational Sciences	31.07.2022
	Professor S. Mortimer	Agriculture, Policy and Development	31.07.2022
	Professor S. Sherratt	Biological Sciences	31.07.2021
	Professor G Kuhnle	Chemistry, Food and Pharmacy	31.07.2022
	Professor V. Stojanovik	Psychology and Clinical Language Sciences	31.07.2022
	Dr C. Collins	Henley Business School	31.7.2021

Five officers of the Students' Union as determined from time to time by the Senate after consultation with the Students' Union.			
	The President of the Students' Union		
	The Education Officer		
	The Welfare Officer		
	The Diversity Officer		
	The Student Activities Officer		
<i>Five members elected by and from amongst the registered students:</i>			
	Nicolas Dimitriou		
	Ed Williams		
	Kia MacKenzie		
	Emma Louise-Smith		
	1 PG to be elected in September		
<i>Right of Attendance .</i>			
	Dr Messer		
	Ms S Foley		
	Deepa Govindrarajan Driver		
	Professor W Lam		
<i>Secretary</i>	The University Secretary (for whom Ms L.V. 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>		
	Ms L.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.	

Academic Probation Review Sub-Committee

<i>Ex officio</i>		
	The Pro-Vice-Chancellor (Teaching and Learning) (<i>Chair</i>)	Professor G. Brooks
	Pro Vice-Chancellor (Academic Planning and Resource)	Professor M. Fellowes
	Pro Vice-Chancellor (Research & Innovation)	Professor P Yaoob
	The Dean of Postgraduate Research Studies	Professor D.C. Berry
<i>In attendance</i>		
	A representative from Human Resources	
<i>Secretary</i>		
	Ms L Johansson (appointed by the University Secretary)	

Prevent Duty Group

	The Chief Strategy Officer and University Secretary (Prevent Lead) (<i>Chair</i>)	Dr R Messer
	Prevent Duty Compliance Officer	Mr J Paulley
	A Head of School	Professor U. Kambhampati
	RUSU Diversity Officer	
	RUSU Welfare Officer	
	Director of IT	Mr S. Brown
	Director of HR	Mr J Brady
	Head of Events	Ms K McNaboe
	Student Welfare Manager	Ms E Miles
	Student Welfare Co-ordinator	Ms S Wallace
	Director of Legal Services	Ms J Rowe
	Campus Services Director	Ms L Virtue
	Director of CQSD	Mr K.H Swanson
<i>Secretary</i>		
	Ms E 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	

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-Chancellor (Teaching and Learning) (<i>Chair</i>)	
<i>Teaching and Learning Deans</i>		
		Professor C.L. Furneaux
		Professor R. Gibbard
		Professor E. McCrum
		Professor O. Kennedy
		Professor K. Strohfeldt
	Chief Strategy Officer and University Secretary	Dr R.J. Messer
	A UoRM representative	Dr R. Pye
	Director of Student Services	Dr P.E Woodman
	Dean of Postgraduate Research Studies	Professor D.C. Berry
	Director of the Centre for Quality Support and Development	Mr K.H.S. Swanson
	The Education Officer of the Students' Union (RUSU)	
	The Diversity Officer of the Students Union (RUSU)	
<i>By invitation</i>		
	Director of Legal Services	Mrs J Rowe
	Co-Chair of the Sub-Committee on Delivery and Enhancement of Learning and Teaching	Dr K. Poulter
<i>Secretary</i>		
	Ms V. Howard, 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 by the Teaching and Learning Strategy Board (TLSB);	
3.	To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate;	
4.	To articulate with the Committee on Postgraduate Research Studies and School Boards for Teaching Learning and Student Experience	
5.	The Board shall report to the Senate of the University, the Teaching and Learning Strategy Board (TLSB) and School Boards for Teaching, Learning and Student Experience. UBTLSE will report, by exception, to the University Executive Board (UEB).	

Teaching and Learning Strategy Board

<i>Ex officio</i>		
	Pro-Vice-Chancellor (Teaching and Learning) (<i>Chair</i>)	Professor G. Brooks
	The Teaching and Learning Deans	Professor C.L. Furneaux Professor R. Gibbard Professor O. Kennedy Professor E. McCrum Professor K. Strohfeltd
	Chief Strategy Officer and University Secretary	Dr R.J. Messer
	Strategic Projects Manager	Mrs H. Williams
	Director of Student Services	Dr P.E Woodman
	Director of Quality Support and Development	Mr K.H.S Swanson
	The Education Officer of the Students' Union	
	Marketing, Communications and Engagement Business Partner for Teaching & Learning	Ms J. Rich
<i>Secretary</i> Ms G. Green (appointed by University Secretary)		
<i>The Teaching and Learning Strategy Board will normally meet monthly. Other colleagues will be invited to attend meetings for specific items as appropriate.</i>		
<i>Terms of Reference</i>		
1.	To have oversight of, and provide strategic direction for, all Teaching Learning and Student Experience) matters across the University;	
2.	To develop the University Learning and Teaching Strategy;	
3.	To monitor the T&L KPIs, determine whether targets are being met and what resource/other support might be required to meet those targets;	
4.	To prioritise T&L strategic initiatives and projects and to monitor progress of the portfolio of T&L Strategic Projects;	
5.	To consider appropriate spend of TLDF monies;	
6.	To consider future markets/subject areas/countries/modes of delivery that the University might wish to develop;	
7.	To report to the University Executive Board and to the University Board Teaching Learning and Student Experience which further reports to Senate..	
8.	To liaise with other boards and committees as appropriate	

University Programmes Board

<i>Ex officio</i>		
	Teaching and Learning Dean (International)	Professor R. Gibbard (<i>Chair</i>)
		Professor M. Almond (<i>Vice Chair</i>)
	The other four Teaching & Learning Deans	Professor C.L. Furneaux Professor E. McCrum Professor O Kennedy Professor K. Strohfeltd
	A Pro-Vice-Chancellor	TBC
	Director of CQSD	Mr K.H.S. Swanson
	Director of Legal Services or nominee	Mrs J Rowe
	Director of Marketing Communication and Engagement or nominee	Mrs F. Blair
	Director of Student Support and Operations or nominee	Ms C. Coleman
	Student Recruitment Manager	Mrs C. Bull
	Senior Admissions Manager	Mr A Keeble
	A Representative from the Students' Union	
<i>Right of Attendance</i>		
	The Senior Quality Support Officers	Miss R. Brown Mrs L. Tomlinson
	Associate Director for Teaching and Learning (UoRM)	Dr R. Pye
	Teaching and Learning Officer (HBS)	Mrs Z. Bourne
	Director of Global Recruitment and Admissions or nominee	Mr J.H. Ackroyd
<i>Secretary:</i>	Mr R J Sandford, Senior Quality Support 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>Terms of Reference</i>		
1.	To take strategic oversight of the University's portfolio of programmes including, but not limited to: <ul style="list-style-type: none"> Evaluating new programme proposals and referring such proposals to the Teaching and Learning Strategy Board for advice when necessary; Approving new programme proposals (having considered both the academic and business case elements) and report to UBTL; 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 Review 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 	

	<ul style="list-style-type: none"> 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 (re)approve programmes for a further/initial six years, as appropriate (consequent to the Periodic Review of programmes on the recommendation of the Sub-Committee on the Delivery and Enhancement of Teaching and Learning);
5.	To keep under review the current programme approval processes and make recommendations for alterations as necessary;
6.	To report to UBTLSE, the Global Engagement Strategy Board, the Recruitment and Admissions Steering Group and to TLSB, as necessary.

Recruitment and Admissions Steering Group

<i>Ex Officio</i>		
<i>Chair</i>	Pro-Vice-Chancellor (Academic Planning and Resource)	Professor M Fellowes
	Pro-Vice-Chancellor (Teaching and Learning)*	Professor G. Brooks
	A Pro-Vice-Chancellor	TBC
	Chief Strategy Officer and University Secretary*	Dr R.J. Messer
	Dean of Postgraduate Research Studies	Professor D.C. Berry
<i>Heads of School</i>		
	Agriculture Policy and Development	Professor J Park
	Archaeology Geography and Environmental Science	Professor S Musson
	Arts and Communication Design	Professor J Gibbs
	Biological Services	Professor R Jackson
	Built Environment	Professor C Harty
	Chemistry Food and Pharmacy	Professor C Wagstaff
	Henley Business School	Professor J Board
	Humanities	Professor H Parish
	Institute of Education	Professor C Tissot
	International Study and Language Institute	Dr D Carter
	Law	Professor J Devenney
	Literature and Languages	Professor C Marshall
	Mathematical Physical and Computational Science	Professor B Cosh
	Psychology and Clinical Language Development	Professor C Houston-Price or Dr G Schafer
	Politics Economics and International Relations	Professor U Kambhampati
	Director of Student Services	Dr P E Woodman
	Director of Global Recruitment and Admissions	Mr J.H. Ackroyd
	Director of Marketing Communication and Engagement	Mrs F Blair
	The President of the Students' Union	
	Deputy Head, International Study and Language Institute	Mr A Seymour
	Planning Manager	Dr C. Moran
	Head of Finance Planning and Strategy	Ms M Misselbrook
<i>Right of Attendance</i>		
	Head of Admissions	Ms K. Whittington

	Head of Global Recruitment (International)	Mr A Howman
	Head of Global Recruitment (UK and Outreach)	Ms R South
	Head of Marketing	Ms K Grant
	Head of Undergraduate Programmes (HBS)	Professor P Miskell
	Director of Strategic Marketing (HBS)	Ms J Massey
	Head of Recruitment Marketing (HBS)	Mr C Rice
* <i>Alternates for the Chair</i>		
Secretary:	Ms C. Redzikowska, Senior Governance Officer (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
1.	To 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, 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 Group 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>		
	Two Teaching and Learning Deans (<i>Joint Chairs</i>)	Professor K. Strohfeldt Dr K Poulter
	The Education Officer of the Students' Union	
	The Welfare Officer of the Students' Union	
	Director of Student Support and Operations (or their nominee)	Ms C Coleman-
	Chair of the Committee for Infrastructure in Learning and Teaching	
	A representative of the Library and Study Advice	Mrs K. Webb (alternate: Mr S. Hood)
	Director of IT	Mr S. Brown
	Head of Academic Development and Enhancement	Ms J. Collier
	Director of Quality Support and Development	Mr K.H.S. Swanson
	Head of Technology Enhanced Learning	Ms V. Holmes

	University Examinations Officer	Mrs L. Perry (alternate: Mr C. Baker)
	A University Study Advisor	Dr M. Reid (alternate: Dr K. Shahabudin)
<i>Five- members of the Academic Staff of the University</i>		
	Professor L.M. Becker	(alternate: Dr R Banham)
	Ms R. Jerome	(alternate: Dr S. Black)
	Professor R. Harris	(alternate: Dr T. Ballal)
	Professor P. Miskell	(alternate: Dr G. Alexandridis)
	Dr A. Culham	(alternate: Mr D. Grant)
<i>Co-opted</i>		
	Examinations Manager, Henley Business School	Miss T. Shore
<i>Right of Attendance</i>		
	A Pro-Vice-Chancellor	Professor G. Brooks
	Dean of Postgraduate Research Studies	Professor D.C Berry
	A representative from the University of Reading Malaysia	Mr B. Lee
<i>Secretary</i>	Mr R J Sandford, 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.	

Committee on Student Experience and Development

<i>Ex Officio</i>		
	Two Teaching and Learning Deans (<i>whom will act as Joint Chair</i>)	Professor C.L. Furneaux Professor O Kennedy
	Two representatives from the Students' Union Activities Officer of the Students' Union Welfare Officer of the Students' Union (alternate: Diversity Officer of the Students' Union)	
	Director of Student Services	Dr P.E. Woodman
	Director of Student Welfare and Academic Services, UoRM	Mr N Ramachandran
	Director of Campus Commerce	Mr M. White

	(Alt: Mr M Tebbit)	
	Chairs of School Directors of Academic Tutoring (SDAT) CoP	Dr P Jenkins
	A representative of MCE (Advance Team) (Alt: Ms E Hanley-Clark)	Ms J Rich
	The University Chaplain and Chaplaincy Team Coordinator	Revd M.D. Laynesmith
<i>Five Members of Academic Staff</i>		
	Social Science cluster (and London Road rep)	Dr H. Bilton (alt: Ms J Elsey)
	Life Science and Science clusters	Dr C. Smith (alt: Dr A. Jones)
	Henley Business School	Dr L. Holdsworth/Dr A Chettiparambil (alt: Ms J. Cooper)
	Arts and Humanities cluster:	Ms C. Ellison (alt: Ms S. Knox)
	ISLI representative	Dr M. Peace (alt:)
<i>Rights of Attendance</i>		
	The Pro-Vice-Chancellor (Teaching and Learning)	
	President of the Students' Union	
	Education of the Students' Union Officer	
	Diversity Officer of the Students' Union	
<i>Secretary:</i> Ms K 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's support 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 professional development 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 the delivery 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 and the Teaching and Learning Strategy Board	
The Committee will meet twice a term.		

Committee for Infrastructure in Learning and Teaching

<i>Chair</i>		
	Professor K Strohfeldt	Teaching and Learning Dean
<i>Two School Directors Teaching and Learning</i>		
		Dr P. R. Dash (Co-Chair of SCELTI)
		Mrs L. E. Hague (Co-Chair of SCELTI)
	Director of IT	Mr S Brown
	Director of Estates	Mrs J. Pich
	Strategy and Space Management Director	Mr D. Wallace
	Finance Business Partner	Mrs R. Savin (alternate Ms M.A. Misselbrook)
	Teaching and Learning Project Manager	Mrs. J Johnson
	Head of Technology Enhanced Learning	Mrs V. Holmes
	Head of Academic Development in Education	Ms J. Collier
<i>Representative from the Students' Union</i>		
	The Education Officer of the Students' Union (alternate: Any other Sabbatical officer of the Students' Union)	
<i>Secretary</i>		
	Ms E. Davey (<i>appointed by the University Secretary</i>)	
(Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Estates and Environment Committee)		
<i>Terms of Reference</i>		
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 teaching and learning and, as a result, 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 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	

Research

University Board for Research and Innovation

<i>Ex officio</i>		
	The Pro-Vice-Chancellor (Research and Innovation) (<i>Chair</i>)	Professor D Zaum Professor P Yaqoob
	Pro-Vice-Chancellor (Academic Planning and Resource)	Professor M Fellowes
<i>The Research Deans</i>		
	Professor R. Gilchrist	<i>Heritage & Creativity</i>
	Dr P. Newton	<i>Environment</i>
	Professor A.C. Williams	<i>Food and Health</i>
	Professor A. Bell	<i>Prosperity & Resilience</i>
	The Dean for Postgraduate Research Studies	Professor D.C. Berry
	Chair of the Research Staff Committee	Dr S.E. George
	Commercial Director	Mr D Browne
	University Librarian	Mr S Hunt
<i>Two Academic Members appointed by Senate</i>		
		Professor S Walker
		Professor R Frazier
	Early Career Researcher	Mr M Windsor
	A representative of the Students' Union	
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>	Dr N.E. Helsby Head of Planning and Reporting (appointed by the University Secretary)	
<i>Key Objectives</i>		
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	
<i>Terms of Reference:</i>		
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 and 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 P Yaqoob Professor D Zaum
<i>The Research Deans</i>		
	Professor R. Gilchrist	<i>Heritage & Creativity</i>
	Dr P. Newton	<i>Environment</i>
	Professor A.C. Williams	<i>Food and Health</i>
	Professor A. Bell	<i>Prosperity & Resilience</i>
	The Dean for Postgraduate Research Studies	Professor D.C. Berry
	Head of Planning and Reporting	Dr N.E Helsby
	The 2020 Research Plan Project Manager	Ms W. Tejada
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>	Mrs S Jones, 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	Professor D.C. Berry (<i>Chair</i>)
	A Research Dean	Professor A Bell
	A Teaching and Learning Dean	Vacancy
<i>Two School Directors of Postgraduate Research Studies</i>		
		Dr G Cottrell
		Dr R Foxley
	Chair of Research Staff Committee	Dr S.E. George
	Staff Development Manager (Leadership and Research Staff Development)	Ms L Moore
<i>2 members of staff (appointed through open competition)</i>		
		Dr N. Bellouin
		Professor C Harloe
	1 HR Manager	Ms R Thorns
	1 PGR student representative	Vacancy
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i>		
	Dr E. 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 P Yaqoob
	A Research Dean	Dr P Newton
	Associate Director Library (Collections Planning and Research)	Mr P.B Johnson
	Research Data Manager	Dr R.M. Darby
	Head of Planning and Reporting	Dr N.E. Helsby
	Head of Research Communication and Engagement	Ms C Knowles
	Head of Research Services	Dr A-M. Van Dodeweerd
	Head of Governance	Ms L.V. Sharman
<i>2 members of staff appointed through open competition</i>		
		Dr E. Roesch
		Professor P. Beaman
	Head of Quality Assurance in Research	Dr M Proven
	Chair of the Research Ethics Committee	TBC
	A representative of IT	Ms M Broadbridge
Other officers may be invited to attend for discussion of particular items		
<i>Secretary</i> Ms L. Davies, Senior Governance Officer		
<i>Key Objectives</i>		
1	Oversee and as appropriate further develop policies, structures and processes for research integrity and ethics, and review their effectiveness	
2	Develop and oversee implementation of the open research strategy	
3	Oversee development of relevant training in research ethics and integrity, and open research	
4	Ensure compliance with the Concordat	

<i>Terms of Reference:</i>	
1.	To have overall responsibility for institutional policies and related procedures in relation to open research, open access publishing and the management of research data, and to monitor their effectiveness, and ensure that these are fit for purpose and compliant with statutory and funder requirements.
2.	To define strategic objectives for embedding open research, access and data management (RDM) and data sharing into standard research practice and University research management and processes.
3.	To advise on and support the development of effective communications and direct engagement activities relating to these policies and procedures to staff and students.
4.	To establish and, where appropriate, review principles and responsibilities and approve mechanisms for allocation of Open Access publishing and funding, and monitor its expenditure.
5.	To be aware of and engage with Open Research developments nationally and internationally, and promote the adoption of appropriate innovative practices.
6.	To have overall responsibility for institutional policies and related procedures ensuring and promoting research integrity, research ethics, and the Concordat.
7.	To fulfil the reporting requirements relating to research integrity and the Concordat.
8.	Oversee the use of the open access block grant and other internal and external Open Access funding.
9.	The Committee will meet termly

Committee for Research Infrastructure

<i>Chair</i>	Research Dean	Professor A.C Williams
	Research Dean	Dr P. Newton
	Director of CAF	Professor L Harwood
	Director of CINN Imaging	Dr A Christakou
	Head of Research Services	Dr A-M Van Dodeweerd
	Director of Estates or nominee	Mrs J.L. Pich
	Director of IT or their nominee	Mr S. Brown
	Head of Technical Services	Dr K. Henderson
	A Senior Research Accountant	Ms A Ehsan
	Representative of UMASCS	Mr G Baxter
	Health and Safety Services Director	Ms J Mcgrother
<i>Two members of staff appointed through open competition</i>		
		Professor J. Gibbins
		Dr L. Bell
<i>Secretary: Ms D Cobbold, Executive Administration Officer</i>		
<i>Key Objectives</i>		
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
<i>Terms of Reference</i>	
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 Impact Partnerships and Engagement

<i>Ex officio</i>		
<i>Chair</i>	The Pro-Vice-Chancellor (Research and Innovation)	Professor D Zaum
<i>Two Research Deans</i>		
		Professor R Gilchrist
		Professor A Williams
	Commercial Director	Mr D Browne
	Head of Research Services	Dr A-M Dodeweerd
	Research Impact Manager	Dr A Atkins
	Head of Research Communication and Engagement	Ms C Knowles
	Head of KTC	Ms S Matos
	REF Manager	Ms W Tejada
	Director, TVSP	Mr C Reeve
<i>2 academic members appointed through open competition</i>		
		Professor R McCrindle
		Professor H Gheoghegan
<i>Secretary</i>	Ms H Davies, 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 H. Parish (<i>Co-Chair</i>)
	Dr M. Dallas (<i>Co-Chair</i>)
<i>Secretary</i>	Ms L. Davies , Senior Governance Officer (appointed by the University Secretary)
<i>Terms of Reference:</i>	
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>		
	Dr R. Dwyer Mr P. Erskine Dr J. Wilkins	
<i>Appointed by Senate</i>		
	Dr A Bicknell	31.07.2021
	Professor R. Green	31.07.2020
	Mrs G. Kilner	31.07.2021
	Dr C. Padgett	31.07.2021
	Dr M. Davies	31.07.2021
	Dr M.J Proven	31.07.2023
	Professor R.S. Sherratt	31.07.2020
	The Students' Union (RUSU) Full-time Student Officers	
<i>Secretary:</i>		
	The University Secretary (for whom Ms R Willis and Mr J. Paulley act)	
<i>Terms of Reference:</i>		
	<p>The Student Appeals Committee “the Committee” has the power and duty to consider appeals against penalties imposed by:</p> <ol style="list-style-type: none"> 1. The Student Disciplinary Committee; 2. The Standing Committee on Academic Misconduct; The Standing Committee on Academic Engagement and Fitness to Study; 3. The Standing Committee on Fitness to Practise; 4. 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 (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
	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>	Ms N Ahmed (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.

<i>Ex Officio</i>	
	The Dean of Academic Misconduct (Professor R. Gibbard) (<i>Chair</i>) Alternate: A Teaching and Learning Dean. <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>
	The School Directors of Teaching and Learning
	The Students' Union (RUSU) Full-time Student Officers
<i>Secretary</i>	Ms R Willis (appointed by the University Secretary)
<i>Terms of Reference:</i>	
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.

<i>Ex officio</i>		
	Any Pro-Vice-Chancellor (<i>Chair</i>) Alternative: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.	
<i>Committee members</i>		
	The Students' Union (RUSU) Full-time Student Officers	
	Dr K. Poulter	31.07.2020
	Dr A Bicknell	31.07.2020
	Professor D. Brauner	31.07.2020
	Dr M Fry	31.07.2020
	Professor P. Glaister	31.07.2021
	Ms L Hague	31.07.2020
	Dr R. Harris	31.07.2021
	Dr T Lees	31.07.2020
	Dr E. McSorley	31.07.2020
	Professor P. Miskell	31.07.2020
	Professor D.S. Oderberg	31.07.2020
	Professor H.M.I. Osborn	31.07.2020
	Dr C. Padgett	31.07.2021
	Professor C.M.S. Sutcliffe	31.07.2020
	Dr C. Smith	31.07.2021
	Dr M. Davies	31.07.2021
	Ms M. Jay	31.07.2021
	Ms A. Millmore	31.07.2021
	Dr M. Joseph	31.07.2021
	Professor A. Wade	31.07.2021
<i>Secretary</i>	Ms R 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>	Mr J. Paulley (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.

<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 Students' Union (RUSU) Full-time Student Officers
	The Teaching and Learning Dean
	The School Directors of Teaching and Learning
	The School Directors of Academic Tutoring
<i>Appointed by the Council</i>	
	Dr J. D Wilkins (Alternate: A lay member of Council)
<i>Secretary</i>	Mr J. Paulley (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 C. 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> Mr J. Paulley (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 Senior Tutors, 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 Senior Tutor 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 Senior Tutor.

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 Senior Tutors 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 Senior Tutor 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 Directors of Academic Tutoring
	The Students' Union (RUSU) Full-time Student Officers
<i>Secretary</i>	Ms R 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 Senior Tutor 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 R.J. Messer
	Independent External Lay Member	Dr G. Botting
	Research Business Partner	Mr P. Castle
	NACWO (Small Animals)	Mr A. Cripps
	Independent External Lay Member	Dr J. Dukes
	Head of School, Biological Sciences (or nominee)	Dr D. Sellayah
	NACWO (Large Animals)	Mr C. Green
	Director of Technical Services	Dr K. Henderson
	NACWO (Large Animals)	Mr D. Humphries
	NACWO (Large Animals)	Mr B. Jones
	NVS (Small Animals)	Mrs M. Lloyd
	Head of the School of Agriculture, Policy and Development	Professor J. Park
	Head of Quality Assurance in Research	Dr M. Proven
	NACWO (Small Animals)	Miss T. Sage
	NVS (Large Animals)	Mr C. Trower
	Head of the School of Psychology and Clinical Language Sciences (or nominee)	Professor C. Williams
	Head of the School of Chemistry, Food and Pharmacy	Professor C. Wagstaff
<i>Secretary:</i>	Ms L.V. Sharman, (Head of Governance)	

Fundraising Ethics Committee

<i>A member of the University Executive Board and Chair</i>		
	The Pro Vice Chancellor (Research and Innovation)	Professor D Zaum
<i>A lay member of the Council</i>		
	Member of Council	Ms S. Woodman
<i>An Ethics Specialist</i>		
	Associate Professor (Henley Business School)	Dr K. Akrivou
<i>A Dean</i>		
	<i>Research (Prosperity and Resilience)</i>	Professor A Bell
<i>Two Heads of School</i>		
	Joint Head of the School Psychology and Clinical Language Sciences	Dr G Schafer
	Head of the School of Literature and Languages	Professor G Marshall
<i>In attendance</i>		
	Director of Alumni and Supporter Engagement	Mr D Parkes
	Director of Development Alumni Relations & Engagement, Henley Business School	Mr J-P. Choulet

	Research Business Partner	Mr P. Castle
<i>Secretary:</i>	Ms C. 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 A Thies	31.07.2022
	Dr A. Christakou	31.07.2021
	Dr R. Lim	31.07.2021
	Dr A.K. Ho	31.07.2021
	Professor J.A. Lovegrove	31.07.2021
	Vacancy	
	Dr S Brewer	31.07.2022
	Vacancy	
<i>Other members appointed by the Research Ethics Committee</i>		
	Vacancy	
	Dr T. Lincoln	31.07.2022
	Mr G. Botting	31.07.2022
<i>A representative of the Students' Union</i>		
	The Education Officer of the Students' Union (RUSU)	
<i>Secretary</i>	Dr M.J. 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

Catering and Hospitality Committee

<i>Ex officio</i>			
	The Chief Financial Officer (<i>Chair</i>)	Ms S Foley	
	A Teaching and Learning Dean	Professor C. Furneaux	
<i>Four members of the Academic Staff</i>			
		Professor J. Board	
		Mr A. Happle	
		Professor J Vogt	31.7.2021
		Vacancy	
<i>(It has been agreed that, because of the potential overlap of interest between Halls and Central Catering, one of the members of academic staff should also be an active member of Halls staff.)</i>			
	The Welfare Officer of the Students Union (or the President)		
<i>In attendance</i>			
	Director of Estates	Mrs J.L. Pich	
	Director of Campus Commerce	Mr M.J. White	
	Finance Director	Mr A Grice	
	Accommodation Contract Management Office General Manager	Mr A Mathias	
	Director of Student Services or nominee	Mr M. Daley	
<i>Standing Invitation</i>			
	Finance Business Partner	Ms R. Savin	
<i>Secretary</i>			
	Ms C. Redzikowska. Senior Governance Officer (appointed by the University Secretary)		
<i>Terms of Reference:</i>			
1.	To receive financial reports at each meeting for the University's Catering, Hotel & Conference Services in the UK, at each meeting.		
3.	To approve and have oversight of the standards and pricing structure for service delivery of the University's Catering, Hotel & Conference Services in the UK, at each meeting.		
4.	To review financial performance against budget forecast and report the findings to Strategy and Finance Committee.		
5.	To oversee the monitoring of the key risks that relate to the University's Catering, Hotel & Conference Services in the UK, at each meeting.		
6.	To recommend to the Strategy and Finance Committee, policy and strategy issues relating to the provision of retail catering, hotel and conference services.		
7.	To consider financial plans for approval by Strategy and Finance Committee.		
8.	To take such actions as required by the Strategy and Finance Committee in connection with financial performance.		
10.	To report to the Strategy and Finance Committee once a term.		

Estates and Environment Committee

<i>Chair</i>	The Deputy Vice-Chancellor	Professor G Brooks	
	Dean of the Henley Business School	Professor J. Board	
<i>Four Heads of School</i>			
	School of Biological Sciences	Professor R. Jackson	
	Schools of Mathematical, Physical & Computational Sciences	Professor B. Cosh	
	School of the Built Environment	Professor C. Harty	
	Head of Institute of Education, London Road	Professor C. Tissot	
<i>Two Heads of Function</i>			
	Director of Campus Commerce	Mr M.White	
	University Librarian	Mr S Hunt	
	The Chair of the Committee for Infrastructure for Learning and Teachings	Professor K Strohfeldt	
	Director of Estates	Mrs J.L. Pich	
<i>Environmental Representatives</i>			
		Dr J Neumann	
		Professor A Charlton-Perez	
		Mr R Williams-Burrell	
	Director of Finance or nominee	Mrs R Savin	
<i>Two representatives from the Students' Union</i>			
	President of the Students' Union (alt) The Environment and Ethics Part time Officer of the Students Union		
<i>Right of attendance</i>			
	Director of MCE or nominee	Mr S Sinha	
	Maintenance Services Director	Mr S. Boon	
	Energy and Sustainability Manager	Mr. D Fernbank	
	Health and Safety Services Director	Ms J. Mcgrother	
	Director of Student Support Services and Operations or nominee	Ms J Pendleton	
	Campus Services Director	Ms L. Virtue	
	Space and Strategy Management Director	Mr D. Wallace	
	Projects Director	Mr N. Wingfield	
<i>Secretary</i>	Ms C. Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
<i>Other members of the University may be invited to attend as appropriate.</i>			
<i>Terms of Reference:</i>			
1.	To: a) Make recommendations to University Executive Board, b) Develop policy and monitor its implementation, and c) Oversee actions on All with regard to		
	a.	the use of the Estates;	

	b.	the maintenance of the Estates;
	c.	environmental and sustainability matters, with particular regard to:- <ul style="list-style-type: none"> • The use of resources • energy and water management, • waste management, • pollution control, • carbon reduction the quality of the natural environment on the University's academic and residential estate (excluding tenanted areas)
	d.	All travel to, from and on the Estates including parking;
	e.	the provision of facilities management services by Estates (as delivered by Maintenance, Grounds and Business Services; Campus Services; Projects and Estates Management).
2.		To monitor the implementation of the Estates Strategy for the University, including the resulting building programme.
3.		To oversee the monitoring of key risks that relate to the estate.
4.		To manage space generally and allocate space to academic and other departments in the University; to keep this allocation under at least annual review.
5.		To monitor the intensity of use of space generally and to keep this under at least annual review; to undertake a programme of space tours throughout the academic year.
6.		To allocate minor improvement project funding as and when available.
7.		To oversee the approve the Planned Maintenance Programme.
8.		To 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.
9.		University Travel Plan <ul style="list-style-type: none"> • To oversee the production and maintenance of the Travel Plan • To oversee and approve expenditure against the Travel Plan Fund which would remain ring fenced to dela with travel plan issues To monitor the progress towards acieving the targets within the Travel Plan and the Environmental Policy
9.		To provide governance for the allocation of the Lease Service Charge relating to the residential estate.
10.		To provide liaison as appropriate and necessary with other groups concerned with matters relating to the University's Estates.
11.		To make at least annual reports on these matters to UEB and otherwise by excpetion .
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.		
Reports to: University Executive Board (by exception) and Strategy and Finance Committee		
Receives reports from the Committee for Infrastruture for Learning and Teaching		

Halls Accommodation Committee

<i>Ex officio</i>		
	The Chief Financial Officer	Ms S. Foley
	A Teaching and Learning Dean	Professor C. Furneaux
	Director of Estates or nominee	Mr D Wallace
	Director of Student Services	Dr P.E. Woodman
	Warden or Warden Liaison Officer	Dr T. Lees
	The President, or Welfare Officer of the Students' Union (RUSU)	
<i>Right of attendance</i>		
	Director of Campus Commerce	Mr M White
	ACMO General Manager	Mr A. Mathias
	Finance Business Partner	Mrs R Savin
	Head of Admissions	Ms K. Whittington
	Student Communications Business Partner	Ms J. Rich
	Community Relations Officer	Ms S. Gardner
<i>Secretary</i>	Ms C Redzikowska, Senior Governance Officer (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
<p>The University's Halls of Residence form a key component of the student experience at the University of Reading.</p> <p>Whilst the services in Halls are now operated by an outsourced provider (UPP) under contract, the University remains the landlord and is responsible for managing the contract with UPP.</p> <p>It is the University that determines the strategic direction of accommodation which aims to support wider University student recruitment and student journey strategies.</p>		
The remit of the Halls Accommodation Committee is:		
1	To decide on the annual instructions to UPP in relation to accommodation providers and if the undergraduate guarantee of accommodation is to be modified;	
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	Consider the role of Halls JCRs from the perspective of the University;	
5	Receive the outcome of the halls student satisfaction surveys and other related audits and consider follow up actions;	
6	To look at student accommodation related issues and complaints;	
7	To lead on in the annual rent setting process including making proposals to the University Executive Board;	
8	To receive proposals and advise on any programmes or courses that have specific accommodation needs.	

Museums and Collections Committees

Collections Strategy Committee

<i>Ex officio</i>	
	Research Dean for Heritage and Creativity (<i>Chair</i>)
	Professor R. Gilchrist
	Chair of Collection Governance Group Chief Strategy Officer and University Secretary
	Dr R.J. Messer
	Director of the University Museums and Special Collections Service
	Ms K. Arnold-Forster
	Strategic Project Manager for Heritage and Creativity
	Dr C. Charles
	The Head of Research Communications, or representative
	Ms C. Knowles
	Director of Heritage and Creativity Institute for Collections
	Dr R. Smith
	Three Heads of School
	Professor H Parish
	Professor. J Gibbs
	Professor G. Marshall
	Research Impact Officer
	Dr J. Lutkin
<i>Secretary</i>	Ms C. Redzikowska, Senior Governance Officer (appointed by the University Secretary)
<i>Terms of Reference:</i>	
1.	To maximise the use of the Collections for teaching, research, external engagement and business development
2.	To monitor performance of the Collections in relation to University KPIs
3.	To make strategic decisions concerning the acquisition and/or disposal of Collections when these are of a non-routine nature;
4.	To develop a plan for enhanced digital access to all Collections, drawing on any technical support that may be provided for Digital Humanities (currently under review by a working group reporting to the Committee for Research Infrastructure)
5.	To report to UBRI and UBTLSSE on the use of Collections
6.	To report to the Estates and Environment Committee on an occasional basis on matters relating to space and storage.
<i>Expertise from Schools and Functions will be called on as required.</i>	
<i>No members should be curators of Collections, in order to avoid conflicts of interest.</i>	
<i>The Committee will meet termly</i>	

Collections Governance Committee

<i>Ex officio</i>		
	A member of the Collection Strategy Committee (<i>Chair</i>) University Secretary and Chief Strategy Officer	Dr R.J. Messer
	Director of the University Museums and Special Collections Service	Ms K. Arnold-Forster
	Associate Director, UMASCS	Mr G. Baxter
	Associate Director, UMASCS	Ms I. Hughes
	Director, University Library and Collections Services	Mr S. Hunt
	<i>Others to be invited according to agenda requirements</i>	
<i>Secretary</i>	Ms C. Redzikowska, Senior Governance Officer (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
1.	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	
2.	To be responsible for reviewing, setting and monitoring delivery against University KPIs and UMASCS' strategic development plans, operations, targets and objectives	
3.	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.	
4.	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 and disposals, to inform the Collections Strategy committee of the governance issues such that the Collections Strategy Committee can make the decision	
5.	Responsibility for reviewing and monitoring outgoing loans as appropriate, in accordance with University policies, including taking into account professional and expert advice.	
6.	Responsibility for reviewing performance and policy and for setting and monitoring standards of University museums and special collections in Schools and departments	
7.	The Committee will report to the Collections Strategy Committee, 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.		
<i>Chair</i>			
	The Chief Strategy Officer and University Secretary	Dr R.J. Messer	31.07.2021
<i>Ex officio</i>			
	Director of University Museums and Special Collections Service (UMASCS)/Director of MERL	Ms K. Arnold-Forster	
	Associate Director, UMASCS, Head of Curatorial and Public Engagement, Museum of English Rural Life	Ms I. Hughes	
	Director of University Library and Collections Services	Mr S. Hunt	
	Director of Alumni and Supporter Engagement or nominee	Mr D. Parkes	
<i>Two members appointed by the Senate</i>			
	Professor H. Geoghegan	School of Archaeology Geography and Environmental Sciences	31.07.2020
	Dr P. Bullard	School of Literature and Languages	31.07.2021
<i>Ad Personam</i>			
	Mr A.E. Palmer		31.07.2021 (5 th term)
	Mr S. Carter		31.07.2021 (2 nd term)
	Mrs V. Fishburn		31.07.2021 (2 nd term)
	Mr P. Mainds		31.07.2021 (2 nd term)
<i>By Invitation</i>			
	Professor C. Griffiths	Modern History, Cardiff University	01.10.2020 (1 st term)
<i>Secretary</i>	Ms C. Redzikowska, Senior Governance Officer (appointed by the University Secretary)		
<i>Terms of Reference:</i>			
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 annually to the Collection Strategy Committee:		

Finance and Planning

Finance and Planning Committee

<i>Chair</i>	The Vice-Chancellor	
	Deputy Vice- Chancellor	
	Pro- Vice Chancellors	
	Chief Strategy Officer and University Secretary	
	Chief Financial Officer	
<i>Secretary</i>	Ms C. Redzikowska Senior Governance Officer (appointed by the University Secretary)	
<i>By invitation</i>		
	Head of Financial Planning and Strategy Director of Finance	Ms M Misselbrook Mr A Grice
<i>Terms of Reference:</i>		
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 Senior Management Board and any other matters referred to it from time to time by Senior Management Board	

The Planning and Change Board

<i>Chair</i>	The Pro-Vice-Chancellor (Academic Planning & Resource) The Chief Strategy Officer and University Secretary	Professor M Fellowes Dr. R. Messer
	The Deputy Vice Chancellor	Professor G. Brooks
	The Pro-Vice-Chancellors	Vacancy
		Professor P Yaqoob
		Professor D Zaum
	The Chief Financial Officer	Ms S. Foley
	The Director of Estates	Mrs J.L. Pich
	The Director of Planning and Strategy	Dr. R. Stewart
	The Director of Finance	Mr A Grice
<i>In attendance</i>		
	Head of Finance, Planning and Strategy	Ms M Misselbrook

	President of the Students' Union
<i>Secretary</i>	Dr C.A. Moran, (Planning Manager)
<i>Terms of Reference:</i>	
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

TheChange Sub Group

<i>Chair</i>	The Chief Strategy Officer and University Secretary	Dr. R. Messer
	The Pro-Vice-Chancellor (Academic Planning & Resource)	Professor M. Fellowes
	The Chief Financial Officer	Ms S. Foley
	The Director of Planning and Strategy	Dr. R. Stewart
	The Director of Estates	Mrs J.L. Pich
	The Director of Finance	Mr A. Grice
	The Director of Digital Technology Services	Mr S. Brown
	The Director of Human Resources	Mr J Brady
<i>In attendance</i>		
	Strategic Planning Manager	Dr. C. Moran
	Staff Engagement & Communications Officer	Mr J Lelean
<i>Secretary</i> TBC		
<i>Terms of Reference:</i>		
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

<i>Chair</i>	The Pro-Vice-Chancellor (Academic Planning & Resource)	Professor M. Fellowes
	The Pro-Vice-Chancellor (Teaching & Learning)	Professor G. Brooks
	A Pro- Vice Chancellor	TBC
	Chief Financial Officer	Ms S Foley
<i>In attendance</i>		
	Director of Legal Services	Ms J. Rowe
	Strategic Planning Manager	Dr. C. Moran
	Director of Global Recruitment and Admissions	Mr J Ackroyd
	President of the Students' Union	
<i>Secretary</i> Mr M Daley, Head of Student Financial Support and Customer Service		

<i>Terms of Reference:</i>	
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>)	Ms S. Foley
	Director of Procurement	Ms L.M. Jefferies
	Procurement Business Manager	Mrs D. Menya
<i>Function Representatives:</i>		
	Legal Services	Ms J. Rowe
	Enterprise Services	Dr A. Van Dodeweerd
	Henley Business School	Mr S. Ludlow
	IT	Mr S Brown
	Library	Mr R. Hunter
	Estates	Mrs J Pich
	Campus Commerce	Mr M White
	Finance	Mr A Grice
<i>By Invitation</i>		
	Procurement Members or Business Owners	
<i>Secretary:</i> Ms L. Davies (Senior Governance Officer appointed by the University Secretary)		
<i>Terms of Reference:</i>		
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	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: <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	To review and monitor the supply chain risk profile to ensure business continuity and procurement resilience including procurement considerations such as: <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	The ownership of the reporting, requirements and outputs of all audits, assessments and accreditations that have an impact on sourcing strategies including: <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

<i>Ex officio</i>		
	Pro-Vice-Chancellor (Research and Innovation) (<i>Chair</i>)	Professor D. Zaum
	Chief Financial Officer or nominee	Ms S. Foley
	Head of Governance	Ms L. Sharman
	Risk Management and Business Continuity Officer	Ms J. Begum
	Director of Estates	Mrs J.L Pich
	Director of Campus Commerce	Mr M. White
	Director of IT	Mr S. Brown
	Director of Legal Services	Ms J. Rowe
<i>Four Heads of School (drawn from representative disciplines of the University)</i>		
		Professor R. Jackson
		Professor G. Marshall
		Professor S. Musson
		Professor C. Tissot
<i>Right of attendance</i>		
	UoRM Provost (or nominee)	Ms P. S. Tan

<i>Secretary</i>		Ms E. Saxon Senior Governance Officer, (appointed by the University Secretary)
<i>Terms of Reference</i>		
1	To keep under review the University Risk Register to:	
	a)	Identify new risks that should be added and risks that are no longer relevant deleted;
	b)	Monitor the mitigating action taken for each risk and that residual risk is managed;
	c)	Keep under revision the production of School and Service risk registers;
	d)	Act as the focal point for risk management activities within the University;
	e)	Prepare the annual review of risk management for Council (via the 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 M Fellowes
The Deputy Vice-Chancellor	Professor G Brooks
The Chief Financial Officer	Ms S Foley
The Director of Finance	Mr A. Grice
Head of Research Services	Dr A-M Van Dodeweerd
<i>Secretary</i>	
Mr J. Dinsdale (appointed by the University Secretary)	

Global and International Operations

Global Engagement Strategy Board

<i>Chair</i>		
	A Pro-Vice-Chancellor	TBC
<i>Ex officio</i>		
	Dean of Postgraduate Research Studies	Professor D.C. Berry
	Dean of the Henley Business School	Professor J. Board
	Strategic Project Manager	Ms E. Hake
	Senior Quality Support Officer (Partnerships)	Ms G. Green
	Director of Global Recruitment and Admissions	Mr J. Ackroyd
	Teaching and Learning Dean (International)	Professor R. Gibbard
	Teaching and Learning Dean (Student Experience)	Professor C. Furneaux
	Head of the International Study and Language Institute	Dr D. Carter
	Head of International Research Partnerships	Mr S. Thomas
	The Diversity Officer of the Students' Union	
<i>Secretary</i>		
	Ms L. Davies, Senior Governance Officer, (appointed by the University Secretary)	
<p><i>The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.</i></p> <p><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></p>		
<i>Terms of Reference</i>		
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	TBC
	Head of ISLI (<i>Vice-Chair</i>)	Dr D. Carter
	Head of Global Recruitment (International)	Mr A. Howman
	The Director of Administration, Henley Business School	Mr D.A. Stannard
	The Head of Postgraduate Research Support and Development	Mr J. Lloyd
	The Head of Programme Administration, Henley Business School	Ms A. Frank
	Head of Admissions	Ms K. Whittington

	Director of Careers and Employability	Dr A. Kreideweiss
	Head of Student Financial Support and Customer Service	Mr M. Daley
	Erasmus and Study Abroad Manager	Mr M Dowse
	Teaching and Learning Project Manager	Ms J Johnson
	An HR Partner	Ms C. Rolstone
	The International Student Advisor	Ms S. Wan
	A representative from Communications	Vacancy
	A representative from Finance	Vacancy
	A representative from the Library	Mr C. Carpenter
	A representative from Research & Enterprise	Dr C. Johnson
	A representative from Accommodation	Vacancy
	Senior Quality Support Officer (International)	Ms. G. Green
	Home Office Compliance Officer	Mrs K. Robertson
	Teaching and Learning Dean	Professor C. Furneaux
	Head of International Partnerships	Mr S. Thomas
	Director of Finance	Mr A Grice
	Director of Marketing Communications and Engagement	Ms F. Blair
	Director of Student Services	Dr P.E Woodman
Secretary	Ms N. Sandford (appointed by the Pro-Vice Chancellor (Global Engagement))	
<i>Terms of Reference:</i>		
<p>The International Operations Group will normally meet at least termly. It is intended as an informal group to, inter alia, share updates, help with Global Engagement Strategy coordination and act as an interest group for key professional services Global Engagement Strategy stakeholders. 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. It will also:</p>		
1.	Act as an advisory group to the Pro-Vice-Chancellor (Global Engagement) on operational and implementation matters in support of the University's Global Engagement Strategy.	
2.	Oversee and co-ordinate the implementation of key operational aspects of the University's Global Engagement Strategy.	
<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 P. Yaqoob
	The Director of Estates	Mrs J.L. Pich
	Senior HR Partner	Mr A.J Twyford
	Health and Safety Services Director	Mrs J. Mcgrother
	The Farms Manager	Mr J.S. Lamburn
	Head of Technical Services	Dr K. Henderson
	University of Reading Malaysia	Ms P S Tan
	RUSU Chief Executive	Ms N Fox
	<i>One representative from UCU</i>	Dr F.J. Davis
<i>Representatives for employee safety</i>		
	Vacancy	
	Vacancy	
	Ms L Powles	30.09.2021
<i>Four Academic Representatives</i>		
	Vacancy	
	Dr S. Knox	School of Arts and Communication Design
	Professor C Wagstaff	School of Chemistry, Food and Pharmacy
	Dr S. 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	Ms D. Grout
	The Head of Student Wellbeing Services	Ms S. Patankar-Owens
	The Biological and Scientific Safety Advisor	Mr R. Ganesh
	The Head of Governance	Ms L.V Sharman
<i>Secretary</i>	Ms L.Davies (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.	

Sub-Committee for Biological Safety

<i>Ex officio</i>		
		Professor J.M. Dunwell (<i>Chair</i>)
	The Health and Safety Services Director (HSSD)	Ms J. McGrother
	The Biological and Scientific Advisor (BSSA)	Mr R. Ganesh
<i>A lay member of academic Staff</i>		
		Vacancy
<i>Specialist Academic Members</i>		
		Professor I. Jones (alternate Chair)
		Dr. C. Hughes
		Dr A. McCartney
		Professor K. Bicknell
<i>Representatives from relevant Schools 4 Health and Safety Co-ordinators (HSCo-ords) from Schools</i>		
	School of Biological Sciences	Mrs J. Clarke
	School of Biological Sciences	Mr S. Feist
	School of Chemistry, Food and Pharmacy	Dr R. Haigh
	School of Agriculture Policy and Development	Dr S. Ansell
<i>Secretary</i> Ms C. Taylor, Administrative Assistant (Health and Safety Services)		
<p>The Committee will 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 with a particular reference to The Genetically Modified Organism (Contained Use) Regulations 2014 and Control of Substances Hazardous to Health Regulations 2002.</p> <p>The Committee may also occasionally invite members from the academic/ research community. The BSSA will convene the Committee, with the Administrative Assistant, Health and Safety Services acting as Secretary</p>		
<p>Quorum: The Chair or an alternate he/she has designated, BSSA or HSSD, one additional specialist member and two HSCo-ords.</p>		
<i>Terms of Reference</i>		
1.	As specified in the University's Safety Codes of Practice on biological safety and genetically modified organisms (GMO), 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,	
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 submit reports via the Chairperson to the University Health, Safety and Wellbeing Committee, and to receive, consider and (where appropriate) act on reports from the parent committee in relation to the sub-Committee's activities
9	To cooperate with University governance i.e. University Research Ethics Committee on projects involving ethical, human tissue act and other such approvals

The Radiation Safety Sub-Committee

<i>Ex- Officio</i>	
	Professor L Harwood (<i>Chair</i>)
Health and Safety Services Director	Ms J. Mcgrother
Biological and Scientific Safety Advisor (BSSA)	Mr R. Ganesh (<i>Convener</i>)
<i>Membership</i>	
<i>The Radiation Protection Supervisors from relevant Schools</i>	
School of Biological Sciences	Mr S. Feist
School of Chemistry, Food and Pharmacy	Dr R. Haigh
School of Archaeology, Geography and Environmental Sciences	Ms M. Taylor
School of Agriculture, Policy and Development	Mr L. Compton
Institute of Education	Ms C. Fox
The Radiation Protection Advisor (Radman Associates)	Mr R. Collins
<i>Laser Protection Supervisors from relevant Schools</i>	
Biological Sciences	Dr J. Bowen
School of Chemistry, Food and Pharmacy	Dr R. Haigh
Schools of Archaeology, Geography and Environmental Sciences & Mathematical, Physical and Computational Sciences	Ms M. Taylor
School of Built Environment	Ms J. Brindley
<i>Secretary</i> Ms C. Taylor, Administrative Assistant (Health and Safety Services)	
<p>The Committee will be Chaired by an academic who has shown scholarship in the use of radiation in research.</p> <p>The BSSA will convene the Committee, with the Administrative Assistant, Health and Safety Services acting as Secretary.</p> <p>Other members should include the appointed Radiation Protection Advisor, Director of H&SS (HSSD), another academic expert (alternative to the chair) with sufficient knowledge in the area of use of radiation (ionising or non-ionising), the School Radiation/ Laser Protection Supervisors, the Laser Protection Officer (if different than the BSSA) and senior academic from the University not involved in scientific research with radiation.</p> <p>Other members may be invited as and when appropriate.</p>	
<p>Quorum: The Chair or an alternate he/she has designated, BSSA or HSSD, and at least half the number of total RPSs and LPS combined.</p>	
<i>Terms of Reference:</i>	

<p>The overall responsibility of the Radiation Safety Sub-Committee (RSSC) is to monitor and advise on all aspects of the use of artificial sources of radiation on campus, particularly with reference to the Ionising Radiation Regulations 1999, Ionising Regulations (Medical Exposure) Regulations 2000 and Control of Artificial Optical Radiation 2010.</p>	
<p>The RSSC also advises the Biological & Scientific Safety Advisor in their function as the Radiation Protection Officer and performs the following functions:</p>	
1.	To scrutinize and approve new research projects involving the use of ionising radiation, where a change in our EA permit is required or the Effective Dose to an individual is expected to exceed 1mSv/ year.
2.	To oversee in conjunction with the Biological & Scientific Safety Advisor (BSSA) and the Radiation Protection Advisor (RPA) where appropriate, all activities involving sources of ionising radiation. Such activities include, but are not limited to, the storage and disposal of waste arising from the use of open and sealed sources of radiation, the use of X-rays, and the keeping of records pertaining to such uses.
3.	To follow the University Code of Practice on lasers in overseeing and approving the use and management of lasers and other sources of non-ionising radiations including purchase, maintenance and disposal of equipment.
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.	The RSSC has the authority to stop work, or require changes to be made to projects or facilities where there may be a breach/ potential breach of H&S or Environmental legislation.
6.	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.
7.	To review radiation safety procedures for effectiveness and recommend revisions as and when necessary
8.	To review internal audit reports and risk assessments relating to the use of sources of ionising and hazardous non-ionising radiation to determine if training, authorisations and procedures are appropriate and effective..
9.	To recommend remedial action to correct any deficiencies identified by such audits.
10.	To receive and review reports from the BSSA including reports of incidents or unusual occurrences involving radiation, and to recommend action to correct any deficiencies.
11.	To meet once per term, and submit a summary report to the University Health and Safety Committee

Information Systems and Management

Information Security Group

<i>Chair</i>	Director of IT	Mr S. Brown
	Risk Management and Business Continuity Officer	Miss J. Begum
	Assistant Director Of IT	Mr M. Collett
	Enterprise Architect	Mr N. Curran
	Information Management and Policy Services Officer	Ms R. Daniells
	Professor of Cybernetics	Professor R. Mitchell
	Campus Card Systems Manager	Mr N. Harvey
<i>By Invitation:</i>		
	Head of Internal Audit Services	Mr D. O'Connor
	Environmental & Sustainability Co-ordinator	Miss R. Harris
<i>Secretary</i>	Ms E. Saxon Senior Governance Officer, (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
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.	

Information Systems Management Group

<i>Ex Officio</i>		
	Director of IT	Mr S. Brown (<i>Chair</i>)
	Director of Marketing Communication & Engagement	Ms F. Blair
	Facilities Maintenance Director	Mr K. Doyle
	Head of School (MPCS)	Professor B. Cosh
	Head of Student Information Systems	Dr R.J. Crabtree
	Associate Director (Systems & User Services), Library	Ms S. Egleton
	Campus Card Systems Manager	Mr N. Harvey
	Head of Technology Enhanced Learning	Ms V. Holmes
	Assistant Director of IT	Mr M. Collett
	Finance Planning & Strategy Analyst	Mr B. Dearlove
	Head of Business Change	Ms M. Seddon
	HR Systems Manager	Mr R.M. Speight
	Director of Student Services	Dr P. E Woodman
<i>In attendance</i>		
	Category Manager, Procurement	Mr D. Ashmore
<i>Secretary</i>	Ms E. Saxon, Senior Governance Officer	

<i>Terms of Reference:</i>	
1.	Reporting to the University Executive Board (UEB), the Information Systems Management Group (ISMG) will act as the authorizing body for all proposed purchases / developments of new Business Systems and/or major enhancements of existing ones. The threshold for ISMG referral shall be projects in excess of £25,000. Relevant stakeholders and senior users shall be invited to present business cases to the Group.
2.	Where business cases are endorsed by ISMG and estimated project costs are in excess of £250,000 such projects will be referred to the MSPB for approval, requesting inclusion within the University's Capital Programme.
3.	ISMG will be consulted on proposals to make significant changes or additions to existing IT Policies and Regulations, in advance of approval being sought from the Policies Working Group.
4.	ISMG will consider the relative priorities of competing demands for investment in academic and business Systems from the ISMG budget, ensuring that priorities are clearly communicated and included within the University's Strategic Planning process. Priorities relating to research systems are dealt with by the Research Infrastructure Committee.
5.	ISMG will receive regular updates on the status and progress of those projects agreed as business systems priorities year-on-year.
6.	The Design Authority Group will report to ISMG as necessary.

Major Systems Projects Board

<i>Ex Officio</i>		
	Chief Strategy Officer and University Secretary	Dr R.J. Messer (<i>Chair</i>)
	Chief Financial Officer	Ms S. Foley
	Pro-Vice Chancellor (Academic Resource and Planning)	Professor M. Fellowes
<i>In attendance</i>		
	Director of IT	Mr S. Brown
	Director of Procurement	Mrs L. Jefferies
<i>Other members of IT invited as determined by the Director of IT.</i>		
<i>The MSPB will expect to invite to meetings, from time to time, system owners and/or their nominees.</i>		
<i>Secretary</i>	Ms E. Saxon, Senior Governance Officer (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
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 Group about recurrent costs of projects which for its part it has approved;	

5.	To approve for report to the Planning Group 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 P. Yaqoob
	Dean of Post Graduate Research Studies	Professor D.C Berry
	Teaching and Learning Dean	Professor E. McCrum
	Research Dean	Professor R. Gilchrist
	Three Representatives from relevant Services	Mrs J.L. Pich Mr S. Sinha Mr J. Ackroyd
	Director of Human Resources	Mr J. Brady
	Head of School	Professor U. Kambhampati
	Co-Chair LGBT Plus Staff Network	Professor A Tryfonidou
	Chair Women@ Reading	Dr Claire Collins
	Representative of Cultural Diversity Group	Professor C. Okereke
	Representative of Staff Forum	Ms L Powles
	Representative from UCU	Professor K Lesnik-Oberstein
	Representative of Staff Disability Network	Mr J Green
	The Diversity Officer of the Students' Union	
<i>By Invitation</i>		
	Director of Student Services	Dr P. Woodman
	Dean for Diversity and Inclusion	Professor S. Chandler-Wilde
	Diversity and Inclusion officer (HR)	Ms Y Ahmed
	Assistant Director of HR (People and Talent)	Mrs S Thornton
<i>Secretary</i>	Ms S. O'Flynn	
<i>Terms of Reference:</i>		
The Diversity and Inclusion Strategy Group provides strategic oversight of matters relating to diversity and inclusion for staff and students at the University of Reading. The Group is responsible for:		
1.	Approving the University's strategic agenda, as proposed by the Deans 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 annually, and receives written and oral reports on the year past and proposals for the future from the Deans 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 Staffing Committee and the University Board of Teaching and Learning to matters of relevance.</p>	

Access and Participation Committee

<i>Ex Officio</i>		
	Pro-Vice-Chancellor (Teaching and Learning) (<i>Chair</i>)	Professor G. Brooks
	Teaching and Learning Dean	Professor O Kennedy
	Head of Pharmacy	Professor K Bicknell
	Director of Student Services	Dr P.E. Woodman
	Director of Careers and Employability Services	Dr A. Kreideweiss
	Director of Global Recruitment and Admissions or nominee	Mr J. Ackroyd
	Head of Global Recruitment (UK and Outreach)	Dr R. South
	Head of Student Financial Support and Customer Service	Mr M Daley
	Finance Planning and Strategy Analyst	Mrs S Batchelor
	Associate Professor in Widening Participation	Dr B. Wong
	A representative of the Students' Union	Mr Z Sharif
<i>Secretary</i> Ms S. Hood (appointed by the University Secretary)		
<i>Terms of Reference:</i>		
1.	To consider and 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 promote and develop an institution wide awareness of and responsibility for widening participation empowering schools and departments to actively contribute to the university's widening participation strategy	
3.	To oversee the preparation, approval and submission of the Annual Access and Participation Plan (APP) with the OfS and the associated subsequent annual monitoring/impact report	
4.	To offer advice and/or recommend action to other committees and individuals on matters relating to widening participation and access, particularly those areas covered by the A&PP and the OfS Targeted Allocations	
5.	To receive regular updates from areas charged with delivering aspects of the APP	
6.	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	
7.	To monitor progress against targets agreed in the APP	
8.	To assess the effectiveness of activities funded through Access spend against A&PP targets and University strategic objectives and KPIs	
9.	To project and monitor access spend throughout the academic year against the investment forecasts in the APP	
10.	To report as required to: the University Executive Board; the University Board for Teaching Learning and Student Experience; and the Teaching and Learning Strategy Board and the Recruitment and Admissions Steering Group	

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 R Van de Noort
The Deputy Vice-Chancellor	Professor G. Brooks
Two Pro-Vice-Chancellors	Professor M Fellowes Professor D. Zaum
<i>The normal period of tenure is three years</i>	
Two Research Deans	Professor A.C. Williams Professor A Bell
Two Teaching and Learning Deans	Professor C. Furneaux Professor E.M. McCrum
Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees	Professor S.F. Walker (to 31-07-20) Professor R. Frazier (to 31-07-22)
<i>Right of Attendance</i>	
The University Secretary	Dr R J Messer
Director of HR (or their nominee)	Mr J J Brady
Dean of Diversity and Inclusion	
<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>	Ms L. Davies, (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>	
Mr H. Palmer	31.12.2020
<i>One member appointed by the Senate</i>	
Professor D.C. Berry	31.07.2021
<i>Ex officio</i>	
The President of the Reading Branch of the UCU (alternate: the Senior Vice-President)	

Secretary	The University Secretary (Dr R.J. 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

<i>Ex officio</i>		
The Chief Strategy Officer and University Secretary	Dr R.J. Messer	
<i>The normal period of tenure is three years</i>		
Academic Representatives	Professor U. Kambhampati	31.07.2022
	Professor H. Parish	31.07.2022
	Professor N. Branch	31.07.2020
Director of Estates	Mrs J.L. Pich	31.07.2019
Director of Technical Services	Dr K. Henderson	31.07.2019
Assistant Director of HR (Advisory Services)	Ms C. Rolstone	
<i>Secretary</i> Miss C. Eckett (Appointed by the Director of Human Resources)		
<i>Terms of Reference:</i>		
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: 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>)	Ms S Foley
	The Director of Human Resources	Mr J. Brady
	Head of Function	Mr S. Hunt
	Technical Manager	Mr J. Magee
	School Administration Representative	
<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	G1-5
	Sian Walsh	G1-5
	Ellen McManus-Fry	G1-5
	Sarah Hinton	G1-5
	Jude Brindley	G6+
Estates and Campus Commerce	Steve Guest	G1-5
	Rezwan Jaigirdar	G1-5
	Catherine Fleiming	G1-5
	Vacancy	G1-5
	Vacancy	G1-5
Academic and Governance Services (CQSD, Library & UMASCs, IT, Legal Services, Governance, PSO, HR)	Greg Goddard	G6+
	Marina Aidoni	G1-5
	Dana Allen	G1-5
	Vacancy	G1-5
	Nicola Hall	G6+

Schools	Emma Marshall Sharon Burton Becky Kite Dawn Turner Bob Rastall James Magee	G1-5 G1-5 G1-5 G6+ G6+ G6+
Secretary	Ms R Thorns, HR Partner.	
<i>Terms of Reference:</i>		
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	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): <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 Any other matters as may be deemed appropriate by the Chairs	
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 R.J. Messer
	The Director of Human Resources	Mr J. Brady
	An Assistant Director of Human Resources	
<i>Two Heads of School appointed by the University Executive Board</i>		
	Professor R.W. Jackson	31.07.2020

		Professor C. Tissot	31.07.2022
<i>A Research Dean</i>			
		Professor A Bell	31.07.2021
<i>One Head of Function appointed by the University Executive Board</i>			
		Mr S Hunt	31.07.2021
<i>Two senior members of the staff of the University appointed by the University Executive Board</i>			
		Professor D.C. Berry	31.07.2021
		Dr K. Henderson	31.07.2020
<i>Secretary</i>			
	Mr A.J. Twyford (appointed by the University Secretary)		
<i>Standing Invitation</i>			
	Dean for Diversity and Inclusion	Professor S.N. Chandler-Wilde	
	One HR Partner		
	One Teaching and Learning Dean	Professor O Kennedy	
	Director of Legal Services	Mrs J. Rowe	
	The President of the Student's Union		
<i>Terms of Reference</i>			
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

<i>Chair</i>	The Chief Financial Officer	Ms S Foley
<i>Ex officio</i>		
	Director of Campus Commerce or nominee	Mr M.J White
	Student Activities Manager of the Union	Mr A. Bailey
	Activities Officer of the Students' Union	Ms D. O'Connor
<i>Three members of Academic Staff</i>		
	Professor M.J. Almond	31.7.2020
	Professor G.R. Gibson	31.7.2021

	Dr M.J. Proven	31.7.2020
<i>In attendance</i>		
	Director of Finance or their nominee	Ms R. Savin
	A representative of Alumni and Supporter Engagement	Ms A. Gibson
	A Teaching & Learning Dean	Professor C. Furneaux
	Director of Student Services or their nominee	Dr P.E Woodman
	A representative of Student Recruitment and Outreach	Ms A. Wigham
	Projects Director or nominee	Mr N Wingfield
	SportsPark Operations Manager	Mr G Goddard
	Director of Rowing	Mr W Rand
<i>Standing Invitation</i>		
	Lecturer in Physical Education	Mrs G. Lappin
	A post doc representative	Dr T.L Webb
	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	
<i>Secretary</i>		
	Ms S. Shears (appointed by the University Secretary)	
<i>Terms of Reference:</i>		
In these Terms of Reference, the phrase "sport" should be taken to encompass sport, recreation and fitness-related activities.		
1.	To make recommendations to appropriate bodies on policy relating to:	
	(i)	the level of provision of sport;
	(ii)	the promotion of sport internally to both academic and student bodies, and externally to the local community and beyond, in order to raise its profile and levels of participation;
	(iii)	the development of sports-related facilities;
	(iv)	the business strategy for sport, including pricing and fee structure;
	(v)	the use and maintenance of relevant facilities for sport, including the University Campus;
	(vi)	the links between sports and health and well-being of staff and students;
	(vii)	the interface between sport and academic issues including, where appropriate, programmes of study;
	(viii)	the sports activities of the University as they relate to environmental matters.
2.	To oversee the production and implementation of the University's Sports Strategy, in order to articulate with the University's Corporate Plan and other relevant institutional strategies.	
3.	To receive reports from the Director of Sport and Recreation and from the Activities Officer of the Students' Union.	
.	Reports termly to the Student Experience Committee and annually to the University Executive Board	

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>	
	The President of the Reading Association
	Deepa Govindarajan Driver (Chair)
	<i>Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:</i>
	Vacancy
	Mrs S. Pellow
	Dr M. Schroeter
	Vacancy
	Mr M. McAulay, UCU Regional Official (alternate)
<i>Secretary</i>	
	The University Secretary (for whom Dr R J Crabtree acts)
The Chair alternates between the Vice-Chancellor and President of the Reading Association. (Membership revised from 1 October 2012, following approval of the new Recognition Agreement by Council in July 2012, and further revised from 1 October 2013 to discontinue the representation of a lay member of Council.)	
<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.	

Arts: Standing Committee of Council

The normal period of tenure is three years with eligibility for re-appointment		
<i>Ex officio</i>		
	Professor J. 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 G. Marshall
	Film, Theatre & Television	Dr L. Purse/Dr A O'Brien
	Art	Professor R. Garfield
	Institute of Education	Professor C. Tissot
	Typography & Graphic Communication	Professor E. Kindel
	Architecture	Professor L.Farrelly
<i>Four members appointed by the Senate</i>		
	Professor P. Robinson	31.7.2020
	Ms L Tyler	31.7.2022
	Professor P.M. Miskell	31.7.2020
	Dr R.S. Garfield	31.7.2020
<i>One member to be nominated for one year by each of the following:</i>		
	Reading Borough Council:	Vacancy
	Reading Film Theatre:	Ms A. Maghera-Johal
	Senior Common Room Committee:	Professor K. 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	Mrs F.J. Blair
	Music Co-ordinator	Ms K. Whaley
	Visual Arts Development Officer	Ms M. Laurence
	The Curator of the University Arts Collection	Dr N. Lebens
<i>By invitation</i>		
	The RUSU Societies and Media Co-ordinator	Mr D Jones
	Student representatives from relevant Departments and Societies	
	Society Rep: RUFAS	
	Society Rep: RUDS	
	Society Rep: RUMS	
	Student Rep: School of Art and Communications Design	
	Student Rep: School of Literature and Languages	
	Student Rep: Institute of Education	
	Student Rep: English Language and Literature	
	Student Rep: Film, Theatre & Television	
	Student Rep: Art	
	Student Rep: Typography & Graphic Communication	
<i>Secretary</i>	Ms L. Davies, 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>)	Ms S Foley	
	The Head of the School of Agriculture, Policy and Development	Professor J.R. Park	
	Another academic member of the School of Agriculture, Policy and Development	Dr S. Mortimer	
	Research Dean for Food and Health	Professor A Williams	
	The Director of CEDAR	Professor C.K. Reynolds	
	Professor of Crop Production	Professor R.H. Ellis	
<i>Two lay members (normally Farmers)</i>			
		Mr D. Homer	31.07.2021
		Mrs J. Dyson	31.07.2021
<i>By invitation</i>			
	The Farms Manager	Mr J.S. 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 S.E. 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>		
		Ms H. Cottingham
		Ms M. Farquhar
		Mr E. Smith
		Ms J. Tabcart
<i>External Trustees</i>		
		TBC
		Mr M. Stoddart
		Mr I. Franklin
		Mr R. Dwyer
<i>Secretary</i>	Ms N. Fox, Chief Executive of Students' Union	

Appendix 1

Committee Membership of Lay Members of Council		
Mr T. Beardmore-Gray	(31.07.2020)	Audit Committee (Chair)
		Student Experience Committee
Mr K. Corrigan	(31.07.2022)	Audit Committee
		Investments Committee
Ms P. Egan	(31.12.2021)	Strategy and Finance Committee
		Student Experience Committee
Mr R.E.R. Evans, Vice-President of Council	(31.07.2021)	Appointments and Governance Committee
		Investments Committee
		Remuneration Committee (Chair)
		Strategy and Finance Committee
Ms H. Gordon	(31.07.2020)	Honorary Degrees: Joint Standing Committee of the Council and Senate
		Strategy and Finance Committee
		Student Experience Committee
Mrs S Maple	(31.07.2022)	Appointments and Governance Committee
		Remuneration Committee
Mr P Milhofer	(31.07.2022)	Audit Committee
Mrs K. Owen Vice President of Council	(31.07.2021)	Appointments and Governance Committee
		Remuneration Committee
		Strategy and Finance Committee
		Student Experience Committee
Dr P.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

Mr S.C.C. Pryce	(31.07.2022)	Investments Committee (Chair)
		Strategy and Finance Committee
Mr N. Richards	(31.07.2022)	Audit Committee
Dr C Shaw	(31.07.2022)	Student Experience Committee
Mr J Taylor	(31.07.2022)	Appointments and Governance Committee (<i>right of attendance</i>)
		Remuneration Committee (<i>right of attendance</i>)
Ms S.M. Woodman,	(31.07.2020)	Appointments and Governance Committee
		Staff Senior Salaries Advisory Group
		Professorial Annual Review Advisory Group
		Remuneration Committee (<i>Chair</i>)

Appendix 2

Deputy Vice-Chancellor		
Professor G. Brooks		31.07.2020
Pro-Vice-Chancellors		
Professor M Fellowes		31.07.2025
Professor P. Yaqoob		31.07.2024
Professor D. Zaum		31.07.2024
Vacancy		
Research Deans		
Professor R. Gilchrist	Heritage & Creativity	31.07.2021
Dr P. Newton	Environment	31.07.2021
Professor A. Williams	Food and Health	31.07.2021
Professor A. Bell	Prosperity & Resilience	31.07.2021
Teaching and Learning Deans		
Professor K. Strohfeldt	International (UK & Europe)	31.07.2023
Professor C.L. Furneaux	Student Experience	31.07.2021
Professor R. Gibbard	International (Worldwide, other than UK, and Europe)	31.07.2021
Professor O Kennedy	Student Achievement	31.07.2021
Professor E. McCrum	Quality, Enhancement and Curriculum Development	31.07.2021
Deans for Diversity and Inclusion		
Professor S. Chandler-Wilde		31.07.2020
Deans		
Professor J. Board	Henley Business School	
Professor D.C. Berry	Postgraduate Research Studies	
Heads of Schools		
School of Arts and Communication Design	Professor John Gibbs	31.12.2023
Institute of Education	Professor C. Tissot	31.07.2025
School of Humanities	Professor H Parish	31.07.2025
School of Law	Professor J Devenney	31.07.2025
School of Literature and Languages	Professor G. Marshall	31.07.2023
School of Politics, Economics and International Relations	Professor U. Kamphampati	31.07.2025
International Study and Language Institute	Dr D. Carter	31.07.2023

School of Agriculture, Policy and Development	Professor J.R. Park	31.07.2024
School of Biological Sciences	Professor R. Jackson	31.07.2023
School Chemistry, Food and Pharmacy	Professor C Wagstaff	31.07.2025
School of Psychology and Clinical Language Sciences	Professor C. Houston- Price Dr G. Schafer	30.04.2025
School of the Built Environment	Professor C. Harty	31.07.2023
School of Archaeology, Geography and Environmental Science	Dr S Musson	31.07.2025
School of Mathematical, Physical and Computational Sciences	Professor B. Cosh	31.12.2022
Henley Business School		
Business Informatics, Systems and Accounting	Professor K. Nakata	31.12.2020
International Business and Strategy	Professor J.T. Walker	30.06.2023
The International Capital Markets Association Centre	Dr C Padgett	30.09.2022
Leadership, Organisations and Behaviour	Professor A. Godley	31.07.2023
Marketing and Reputation	Professor A Palmer	31.07.2020
Real Estate and Planning	Dr C. Hughes	31.07.2023

Appendix 3

Trusts

NIRD Trust Committee

<i>Chair</i>	Mr S. Sherman	Appointed by Council
<i>Appointed by Council</i>		
	Professor R. Bennett	
	Mr D. Christensen	External
<i>Secretary</i>		
	Ms C. Redzikowska (who acts on behalf of the University Secretary)	

Research Endowment Trust

<i>Chair</i>		
<i>Appointed by Council</i>		
	Mr S.C.C Pryce	Lay Member of Council
	Mr R.E.R Evans	Vice President of Council
	Dr P.R Preston	President of Council
	Mr K. Corrigan	Lay Member of Council
	Professor R Van de Noort	Vice Chancellor
	Professor G Brooks	Deputy Vice Chancellor
	Ms S Foley	Chief Financial Officer
<i>Secretary</i>		
	TBC (who acts on behalf of the University Secretary)	

Hugh Sinclair Trust

<i>Chair</i>		
<i>Appointed by Council</i>		
	Professor R Bennett	Research Dean
	Professor R Frazier	Head of Food and Nutritional Sciences, SCFP
	Professor J.A Lovegrove	Hugh Sinclair Chair in Human Nutrition
	Professor H.J Powers	Emeritus Professor, University of Sheffield
	Ms S Foley	Chief Financial Officer
<i>Secretary</i>		
	TBC (who acts on behalf of the University Secretary)	

Greenlands Trust

<i>Chair</i>		
<i>Appointed by Council</i>		
	Dr P A Erskine	Appointed by the Council
	Ms S Foley	Chief Financial Officer
	Prof R Van de Noort	Vice Chancellor
<i>Secretary</i> (who acts on behalf of the University Secretary)		

Beckett International Foundation

<i>Chair</i>		
<i>Appointed by Council</i>		
	Professor R Gilchrist	Research Dean
	Ms K Arnold-Forster	Director of UMASCS
	Mr G Baxter	Associate Director UMASCS - Archive Services
	Professor J Bignell	School of Art and Communication Design
	Dr C Carville	School of Literature and Languages
	Professor A McMullan	School of Art and Communication Design
	Professor S Matthews	School of Literature and Languages
	Mr S Hunt	Director UCLS & University Librarian
	Dr M 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

<i>Chair</i>		
<i>Appointed by Council</i>		
	Professor J Board	Dean, Henley Business School
	Ms S Foley	Chief Financial Officer
	Professor R Van de Noort	Vice Chancellor
<i>Secretary</i>		
	TBC (who acts on behalf of the University Secretary)	

Henley Business Angels Limited Company Number 10065023

<i>Chair</i>		
<i>Appointed by Council</i>		
	Mr J Sikorski	Executive Director, Henley Centre for Entrepreneurship
	Ms S Foley	Chief Financial Officer
	Mr K Arundale	Sessional Lecturer, ICMA Centre
	Professor B Scott-Quinn	Sessional Lecturer, ICMA Centre
<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 A Williams	Research Dean
	Mr A Grice	Director of Finance
<i>Secretary</i>		
	Ms L. 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>	Professor G Brooks	Deputy Vice Chancellor
	Ms S Foley	Chief Financial Officer
	Mr D Atkins	

	Ms S Clayton	
	Professor V. Gibson	
	Dr C. Hughes	Head of Real Estate and Planning
	Mr S Lancaster	
	Mr B Laxton	
	Professor A. Nanda	REP
	Mr J M Ridley	
<i>Secretary</i>	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>		
	The Deputy Vice Chancellor UoR (<i>Chair</i>)	Professor G. Brooks
	Head of the School of the Built Environment, UoR	Professor C Harty
	Company Secretary, Tricor Corporate Services Sdn Bhd	Ms M.L Yong
<i>By invitation</i>		
	Provost and Chief Executive Officer, UoRM	Professor W Lam
	Director of Finance and Corporate Services, UoRM	Ms P.S Tan
	Chief Financial Officer UoR	Ms S. Foley
<i>In attendance</i>		
	Tricor Coorporate Services Sdn Bhd	Ms C. Soon
<i>Secretary:</i> Ms C.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	Ms P.S Tan
	Director of Student Welfare and Academic Services	Mr N. Ramachandran
	Academic Director of Teaching and Learning	Dr R. Pye
	Chair of Academic Heads of Section, UoRM	Mrs A. Vergis
<i>Secretary</i>	Ms I.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	Dr R. Pye
	Head of Henley Business School (UoRM)	Professor T.Y Eng
	Head of Foundation Study and Language Institute (UoRM)	Mr B. Howell
	Head of Pharmacy	Ms K.Fletcher
	Head of Law	Professor A. Vergis
	Head of Built Environment	Dr F. Khamidi
	Director of Finance and Corporate Services	Mrs P.S. Tan
	Head of Learning Resource Centre, UoRM	Mr T.M Wong
	Head of Business Systems	Mr K. Sankaran
	Director of IT (or alternate)	Mr I. Thanapalasingam
<i>RUMSA Student Representatives</i>		
	President	
	Education Officer	
<i>Secretary</i>	Ms R. Leong	

Henley Business School – South Africa

Henley Business School – Germany