

University of Reading

Committee List 2024-25

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| --- | --- | --- | --- |
| Version | Date | Author | Amended  |
| 1 | June 24 | Caroline Redzikowska  |  |
| 2 |  | Caroline Redzikowska |  |
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# **The Court**

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

# **The Council**

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

Class 1: Ex officio

|  |
| --- |
| The Vice-Chancellor |
| The Deputy Vice-Chancellor |
| Three Pro-Vice-Chancellors selected in accordance with Ordinance |
| PVC Education and Student Experience - Professor Elizabeth McCrum |
| PVC Academic Planning and Resource - Professor Dominik Zaum  |
| PVC International – Dr Caroline Baylon |
| The Dean of the Henley Business School |

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

|  |  |
| --- | --- |
| Steve Alexander | 31.07.2025 |
| Shamshad Ali | 31.07.2025 |
| Sian Butler  | 31.07.2026 |
| Kevin Corrigan *(Vice-President of the Council)* | 31.07.2025 |
| Penny Egan | 31.12.2024 |
| Helen Gordon *(President of the Council)* | 31.07.2025 |
| Jackie Liu (with effect from 01.01.2025) | 31.12.2027 |
| Sue Maple | 31.07.2025 |
| Angus McCallum | 31.07.2025 |
| Peter Milhofer | 31.07.2025 |
| Paul Milner  | 31.07.2027 |
| Kate Owen *(Vice-President of the Council)* | 31.07.2027 |
| Sally Peck  | 31.07.2027 |
| Sally Plank  | 31.07.2026 |
| Dr Christopher Shaw | 31.07.2025 |
| Dr Janet Young | 31.07.2025 |

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

|  |  |
| --- | --- |
| Professor Katja Strohfeldt  | 05.02 2026  |

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

|  |  |
| --- | --- |
| Professor Richard Frazier | 31.07.2026 |

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

|  |  |
| --- | --- |
| Professor Jonathan Gibbins  | 31.07.2026 |

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.

|  |  |
| --- | --- |
| John Jack  | 31.12.2025 |

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 |
| Education Officer of the Students’ Union  |

Alternates

|  |
| --- |
| Welfare Officer of the Students’ Union |
| Activities Officer of the Students’ Union |

Secretary: The University Secretary (for whom Erin Murphy-Boyce acts)

#

# **Sub-Committees of the Council**

# Appointments Committee

|  |
| --- |
| *Ex officio* |
|  | A Vice President of Council  | Kate Owen *(Chair)* | 31.07.2027 |
|  | A Vice President of Council | Kevin Corrigan  | 31.07.2025 |
|  | An elected member of the Council | John Jack  | 31.12.2025 |
| *Two other lay members of Council* |
|  |  | Sue Maple  | 31.07.2025 |
|  |  | Sian Butler | 31.07.2026 |
|  | The Vice-Chancellor |   |  |
|  | The Deputy Vice-Chancellor |   |  |
|  |
| *Secretary* | The University Secretary (for whom Louise Sharman, Head of Governance acts) |
|  |
| *In attendance*  | The President of Council  |
|  | The Director of Human Resources  |
|  |
| *Terms of Reference:* |
| 1. | To recommend to the Council the appointment of the President, the Vice-Presidents and any other lay member; |
| 2. | To recommend to the Council the appointment of the Vice-Chancellor; |
| 3. | To recommend to the Council the appointment of the Pro-Vice-Chancellors and any other member of the University Executive Board. |
| 4. | To ensure that in each case above, a fair and transparent process of recruitment and appointment be conducted, and that any such process be in line with Ordinance and all relevant policies. |
| 5. | On consideration of a proposal from the Vice-Chancellor, to recommend to the Council who from among the Pro-Vice-Chancellors be designated in addition as Deputy Vice-Chancellor; |
| 6. | To recommend to the Council appointments to the committees of Council, and to conduct periodic reviews of the effectiveness of those Committees and their inter-relatedness; |
| 7. | To review any risks assigned to it by the Council |
| 8. | The Committee shall report to the Council. |
| 9. | It shall normally meet at least 3 times a year  |
| 10. | The quorum for meetings of the Committee shall be four members, of whom three must be Lay; |

# Audit Committee

|  |
| --- |
| *Four lay members of the Council* |
|  | Peter Milhofer  |  | 31.07.2025 |
|  | Sian Butler |  | 31.07.2026 |
|  | Angus McCallum  |  | 31.07.2025 |
|  | Christopher Shaw |  | 31.07.2025 |
| *At least one further member appointed by the Council, not necessarily from its own number:* |
|  | Shamshad Ali |  | 31.07.2025 |
|  |  |  |  |
| *Right of Attendance* |
|  | The President of the Council | 31.07.2025 |
| *By Invitation* |
|  | The Vice-Chancellor (alternate: the Deputy Vice-Chancellor) |
|  | Director of Internal Audit Services |
|  | Director of Finance  |
|  |
| *Secretary*: | The University Secretary (for whom Louise Sharman, Head of Governance acts) |
|  |
| *Terms of Reference:* |
| ***Constitution*** |
| 1. | The Council has established a committee of the Council known as the Audit Committee. |
| ***Scope*** |
| 2 | It is the role of the Audit Committee to advise and assist the governing body in respect of the entire assurance and control environment of the institution. |
| ***Membership*** |
| 3. | The Audit Committee shall comprise |
|  | (a) | A Chair appointed by the Council from among its members. |
|  | (b) | Six or seven other members appointed by the Council (including the Chair) at least four or five whom to be from among its members. |
| 4. | The University Secretary shall be Secretary to the Committee |
| 5. | A quorum shall be three members. |
| ***Restrictions*** |
| 6. | (a) | At least two members should have recent and relevant experience in finance, accounting or auditing. |
|  | (b) | Members should not have significant interests in the University, or its regulators. |
|  | (c) | Those with executive responsibility for the management of the University may not be members. |
|  | (d) | Under the terms of paragraph 27 of the CUC Higher Education Audit Committees Code of Practice, the Chair of the Audit Committee cannot be a member of the Scrutiny and Finance Committee in order to ensure the Audit Committee had the independence to challenge the Scrutiny and Finance Committee. They may, however, with the agreement of the President and Chair of the Scrutiny and Finance Committee, be invited to observe at Scrutiny and Finance Committee for particular items. A member of the Audit Committee may also be a member of the Scrutiny and Finance Committee as long as the conditions set out in paragraph 27 are met |
| ***Attendance at meetings*** |
| 7.  | The following have a right of attendance at meetings: |
|  |  | The President of Council  |
| ***Frequency of meetings*** |
| 8. | Meetings shall normally be held four times each financial year. The Chair may call a meeting at any time, including solely with members of the Committee. The external auditors or the Director of Internal Audit Services may request a meeting if they consider it necessary |
| ***Authority*** |
| 9. | The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee. |
| 10.  | The Committee is authorised by the Council to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or President of the Council. However, it may not incur direct expenditure in this respect in excess of £30,000 without the prior approval of the Council. |
| 11. | The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members’ responsibilities, the statement of internal control, and any relevant issue raised in the external auditor’s management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Council, for onward transmission to the Regulator. |
| ***Duties*** |
| 12. | The duties of the Committee shall be: |
|  | (a) | To recommend to the Council on the appointment of the external auditors.  |
|  | (b) | To approve the process for the appointment of the external auditors, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors. |
|  | (c) | To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit. |
|  | (d) | To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary). |
|  | (e) | To recommend to the Council on the appointment and terms of engagement of the internal audit service (and the Director of Internal Audit Services, if applicable), the provisions of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors. |
|  | (f) | To approve the internal auditors’ audit risk assessment and strategy; to consider major findings of internal audit investigations and be satisfied by management’s response, and to be assured that recommendations are implemented in a timely manner; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the University’s needs (or make a recommendation to the Council as appropriate). |
|  | (g) | To keep under review the effectiveness of: risk management, control, and governance arrangements; economy, efficiency and effectiveness (value for money); and data assurance. In particular to review the external auditors’ management letter, the internal auditors’ annual report, and management responses. |
|  | (h) | To monitor the implementation of agreed audit-based recommendations, from whatever source. |
|  | (i) | To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the Accounting Officer, have been informed. |
|  | (j) | To approve the University’s policy on fraud and irregularity, including being notified of any action taken under that policy. |
|  | (k) | To satisfy itself that suitable arrangements are in place to ensure the sustainability of the institution and to promote economy, efficiency and effectiveness. This may include consideration of arrangements that:(i) Support the culture and behaviour that is prevalent within the institution(ii) Ensure the effective management of conflicts of interest(iii) Enable the appointment of “fit and proper persons” to the governing body and senior executive positions. |
|  | (l) | To satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies |
|  | (m) | To receive any relevant reports from the National Audit Office, the OfS and other organisations. |
|  | (n) | To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity, and to make recommendations to the Council concerning their re-appointment, where appropriate. |
|  | (o) | To monitor other relevant sources of assurance, for example other external reviews |
|  | (p) | To consider elements of the annual financial statements in the presence of the external auditors, including the auditor’s formal opinion, the statement of members’ responsibilities and the statement of internal control, in accordance with Accounts Directions as determined by OfS. |
|  | (q) | In the event of a merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed. |
|  | (r) | To review letter(s) of representation requested by the external auditors in relation to the financial statements for approval by the Council. |
|  | (s) | To approve for recommendation to the Council the University’s Whistleblowing Policy, and to monitor and report on statistics on whistleblowing. |
|  | (t) | To review the Committee’s own activities, compliance and effectiveness normally on a four-yearly cycle. |
| ***Reporting Procedures*** |
| 13. | The Committee will report after each meeting to the Council. |
| 14. | The Committee will prepare an annual report covering the University’s financial year and including any significant issues up to the date of preparing the report. The report will recommend to the Council and designated officer for submission to the OfS, summarising the activity for the year. It will give the Committee’s opinion on the adequacy and effectiveness of the Institution’s arrangements for the following:  |
|  | * 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);
 |
|  | * sustainability, economy, efficiency and effectiveness (value for money).
 |

# Honorary Degrees: Joint Standing Committee of the Council and Senate

|  |  |
| --- | --- |
|  | The normal period of tenure is two years. |
| *Ex officio* |
|  | The Vice-Chancellor *(Chair)* |
| *Appointed by the Council* |
|  | Penny Egan | 31.12.2024 |
|  | Helen Gordon (President of Council) | 31.07.2025 |
|  | Angus McCallum  | 31.07.2025 |
|  | Sue Maple  | 31.07.2025 |
|  | Sally Peck  | 31.07.2027 |
| *Appointed by the Senate* |
|  | Professor Becky Green  | 31.07.2026 |
|  | Brian Turner | 31.07.2025 |
|  | Dr Sarah Marston | 31.07.2027 |
|  | Professor Yelena Kalyuzhnova | 31.07.2027 |
| *In attendance*  |
|  | Aleiah Potter, Co-Chair of the BAME Network  | 31.07.2025 |
|  |
| *Secretary* | The University Secretary (for whom Louise Sharman, Head of Governance acts) |
|  |
| *Terms of Reference* |
|  | To receive proposals for the award of Honorary Degrees, and put forward a suggested list of recipients for consideration by Senate and Council, together with a recommendation whether the degrees should be conferred at a special Congregation or at an ordinary Congregation. |

# Investments and Development Committee

|  |
| --- |
| *Chair (a lay member of the Council, normally a member of the Scrutiny and Finance Committee)* |
|  | Kevin Corrigan, Vice President of Council  | 31.07.2025 |
| *Ex officio* |
|  | The President of the Council | 31.07.2025 |
|  | The Vice-Chancellor |  |
| *Appointed by Council*  |
|  | Peter Milhofer  | 31.07.2025 |
|  | Paul Lewis | 31.07.2025 |
|  | Dr Janet Young | 31.07.2025 |
|  | Paul Milner  | 31.07.2027 |
|  | James Haxell (Student Representative)  | 31.07.2025 |
|  |
| *In attendance* |
|  | Pro-Vice Chancellor (Academic Planning and Resource) |  |
|  | Chair of the Commercial Advisory Group  |  |
|  | The Director of Finance  |  |
|  | The Director of Estates  |  |
|  |
| Secretary | Louise Sharman, Head of Governance (who acts on behalf of the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To provide oversight and governance over a portfolio of the University’s investment assets on the recommendation of the University Executive Board. The Investment and Development Committee is responsible for the management of the investments of the University and its Trusts, including property held for investment purposes. |
| 2. | To have oversight over those defined assets in order best to deliver the long term capital returns and income requirements of the University |
| 3. | To determine the optimal asset allocation between land, property, gilts, bonds, equities and other asset classes in order to meet the required return objective with due regard for the University’s risk appetite and to monitor the implementation of that allocation |
| 4. | To appoint monitor and terminate if necessary agents, investment managers and other advisors to act for the University |
| 5. | To keep under review any risks on the University corporate risk register in which the Committee has an interest |
| 6. | To act in accordance with the University’s Investment Policy and undertake periodic review and approval of the policy  |
| 7. | To receive and solicit advice from the Commercial Advisory Group (CAG) |
| 8. | To report to the Council  |
| 9. | To meet at least three times per year |
| 10. | To have a quorum of five members, at least three of whom must not be employees of the University |
| 11. | To undertake other such matters as are referred to it by the Council, or by the Scrutiny and Finance Committee on behalf of the Council |

# People and Remuneration Committee

|  |
| --- |
| *Ex officio* |
|  | A Vice-President of the Council | Kate Owen *(Chair)* | 31.07.2027 |
|  | A Vice-President of the Council | Kevin Corrigan  | 31.07.2025 |
| *Two other lay members of the Council* |
|  |  | Sian Butler | 31.07.2026 |
|  |  | Sue Maple  | 31.07.2025 |
|  | An elected member of Council  | John Jack  | 31.12.2025 |
| *In Attendance* |
|  | The President of the Council |  |
|  | The Vice-Chancellor |  |
|  | The Deputy Vice-Chancellor |  |
|  | The Director of Human Resources |   |
|  |
| *Secretary* | The University Secretary (for whom Louise Sharman, Head of Governance acts) |
|  |
| *Terms of Reference:* |
| 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 Committee will have a quorum if it has at least three members present |
| *Terms of Reference*  |
|  | (i) To provide assurance to the Council that:(a) the University’s people, organisation and remuneration policies, practices and outcomes:(1) Align with the University’s values, strategy, performance and approach to risk(2) Contribute to achieving the relevant objectives of the University strategy(3) Comply with legal and regulatory requirements(4) Remain relevant to good practice and changing market conditions  |
|  | To consider the University’s approach to and progress in any people related matter within its remit including but not limited to cover staff wellbeing, development and support; workforce planning; employee engagement; change management and organisational capability; leadership and talent development; and succession planning; and to advise the Council on these matters; |
|  | To be properly informed about, and where appropriate contribute to, relevant topics such as pensions, industrial relations, equality, diversity and inclusion; |
|  | To provide constructive challenge and support to the University on people matters, including drawing on good practice as well as members’ experience; |
|  | To determine on behalf of the Council pay and reward of the Vice-Chancellor, members of the University Executive Board, any other senior direct report of the Vice-Chancellor, the Professoriate and Grade 9 staff |
|  | To determine severance arrangements |
|  | To review any risks assigned to it by Council |

# Professorial Annual Review Advisory Group

|  |  |
| --- | --- |
| Pro Vice Chancellor (Research and Innovation) *(Chair)* | Professor Parveen Yaqoob |
| The Pro-Vice-Chancellors  | Professor Peter MiskellProfessor Dominik Zaum |
| Director of Human Resources | Claire Rolstone  |
|  |  |
| *In attendance:* |  |
| Heads of School |  |
| One Lay member of the Remuneration Committee  | Sue Maple  |
|  |
| *Secretary* | Sarah Haylett (Appointed by the Director of Human Resources)  |

# Senior Staff Salaries Advisory Group

|  |  |  |
| --- | --- | --- |
|  | The Chief Strategy Officer and University Secretary *(Chair)* | Dr Richard Messer  |
|  | The Director of Human Resources | Claire Rolstone  |
|  | *Heads of School (including HBS) and Associate Pro-Vice Chancellors*  |
|  | The Pro-Vice Chancellors | Professor Parveen YaqoobProfessor Peter Miskell Professor Dominik Zaum |
|  | *G9 Professional and Managerial*  |
|  | Pro-Vice Chancellors  | Professor Peter MiskellDr Carolin Baylon  |
|  | The Director of Finance  | Andrew Grice  |
| *In Attendance*  |
|  | One Lay member of the Remuneration Committee | Sue Maple  |
| *Secretary*  | Sarah Haylett (Appointed by the Director of Human Resources) |

# Scrutiny and Finance Committee

|  |
| --- |
| There are seven 7 Lay Members on the Committee. |
| *Ex officio* |
|  | The President of the Council | Helen Gordon  | 31.07.2025 |
|  | The Vice-Presidents of the Council | Kevin Corrigan (Chair) | 31.07.2025 |
|  |  | Kate Owen | 31.07.2027 |
|  | The Vice-Chancellor |  |
|  | The Deputy Vice-Chancellor |  |
|  | The Pro-Vice-Chancellors | Professor Peter MiskellDr Caroline BaylonProfessor Dominik Zaum |
| *Other lay members of the Council to make the total up to seven*  |
|  |  | Steve Alexander | 31.07.2025 |
|  |  | Nigel Richards  | 31.07.2025 |
|  |  | Sally Plank  | 31.07.2026 |
|  |  | Angus McCallum | 31.07.2025 |
|  |
| *Secretary:* | The University Secretary (for whom Tasha Easton, Executive and Governance Manager, acts)  |
|  |
| *In attendance* |
|  | The Director of Finance | Andrew Grice  |
|  | The Chair of the Audit Committee may on occasion be invited to attend at the discretion of the Chair of the Scrutiny and Finance Committee |
|  |
| *Terms of Reference:* |
| 1. | The Scrutiny and Finance Committee shall consist of the following voting members: |
|  | *Ex officio* |
|  |  | The President of the Council |
|  |  | The Vice-Presidents of the Council |
|  |  | The Vice-Chancellor |
|  |  | The Deputy Vice-Chancellor |
|  |  | The Pro-Vice-Chancellors |
|  | *Elected Members* |
|  |  | The required number of members of the Council to make the total lay membership seven, those not being employees or registered students of the University, elected by the Council. |
| 2. | The Chief Strategy Officer and University Secretary shall be Secretary of the Committee; The Director of Finance 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 semester. |
| 5. | The quorum for meetings of the Scrutiny and Finance Committee shall be six members of whom four must be lay. |
| 6. | The functions of the Scrutiny and Finance Committee shall primarily be to oversee on behalf of the Council high level matters regarding finance, operations and investment, and to make report and recommendation to Council as appropriate. More specifically, its functions are as follows |
|  | (a) | Finance |
|  | It shall be responsible for: |
|  |  | (i) | Monitoring financial plans as directed by the Council; |
|  |  | (ii) | Recommending to the Council and implementing general financial Policy, including the Treasury policy; |
|  |  | (iii) | Ensuring control of the overall distribution of financial and other resources; |
|  |  | (iv) | Scrutinising annual budgets on behalf of 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 up to a limit agreed by the Council from time to time; |
|  |  | (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) | Making recommendations to the Council in regard to 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 and Digital |
|  |  | (i) | Overseeing on behalf of the Council the implementation of the Digital Strategy and the Estates Strategy; |
|  |  | (ii) | Within the framework of the Digital and Estates Strategies, monitoring significant capital programmes, as determined from time to time by the Council; |
|  | (c) | Investments |
|  |  | (i) | To ensure through its Investments Committee the implementation of Investment Policy as determined by the Council  |
|  |  | (ii) | To recommend to the Council from time to time significant decisions to be made under the Investments Policy |
|  | (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 terms of reference agreed by the Council. These terms of reference will be reviewed from time to time |

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

|  |
| --- |
| *University Appointed Trustees* |
|  | *(Chair)* | Joanne Livingstone |
|  |  | Steve Sherman  |
|  | Director of Human Resources | Claire Rolstone  |
|  | Deputy Director of Finance | Marie Misselbrook |
| *Member Nominated Trustees* |
|  |  | Heather Browning |
|  |  | Mark Taylor |
|  |  | Sue Mott |
| *Employer Representative* |
|  |  |   |
| *Secretary* | The Pensions Officer (for whom Heike Burnell acts) |

# UREPF Governance Sub-Committee

|  |  |  |
| --- | --- | --- |
|  | *(Chair)* | Joanne Livingstone  |
|  |  | Sue Mott |
|  |  | Mark Taylor |
| *In attendance*  |
|  | Employer Representative  |   |
|  | The Pensions Officer  | Heike Burnell |
| *Secretary* | The Pensions Officer (for whom Lisa Dodd acts) |

# UREPF Investment Sub-Committee

|  |  |  |
| --- | --- | --- |
|  | *(Chair)* | Steve Sherman |
|  | Chair of the Board of Trustees  | Joanne Livingstone  |
|  |  | Sue Mott |
|  |  | Mark Taylor |
| *By Invitation* |
|  |  | Heather Browning |
|  | Director of Human Resources | Claire Rolstone  |
|  | Deputy Director of Finance | Marie Misselbrook |
| *In attendance* |
|  | The Pensions Officer  | Heike Burnell |
| *Secretary* | The Pensions Officer (for whom Lisa Dodd acts) |

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

|  |  |  |
| --- | --- | --- |
|  | (*Chair)* | Joanne Livingstone  |
|  | Two University appointed Trustees  | Marie Misselbrook  |
| Claire Rolstone |
|  | Member nominated Trustees | Bassel Aboulhassan |
| Yanos Soubieski |
| *In attendance* |
|  | Employer Representative |   |
| *Secretary* | The Pensions Officer (for whom Lisa Dodd acts) |

# URPS Governance Sub-Committee

|  |  |  |
| --- | --- | --- |
|  | *(Chair)* | Joanne Livingstone  |
|  | Director of Human Resources  | Claire Rolstone  |
|  |  | Yanos Soubieski  |
| *In attendance* |
|  | Employer Representative  |  |
|  | The Pensions Officer  | Heike Burnell |
| *Secretary* | The Pensions Officer (for whom Lisa Dodd acts) |

#

# Student Experience Committee

|  |
| --- |
| *Membership* |
| *Chair (a lay member of the Council)* |  |  |
|  | Lay Member of Council *(Chair)* | Steve Alexander | 31.07.2025 |
|  | Lay Member of Council | Peter Milhofer | 31.07.2025 |
|  | Lay Member of Council | Penny Egan  | 31.12.2024 |
|  | Lay Member of Council | Jackie Liu | From 01.01.2025 |
|  | Lay Member of Council  | Sally Peck  | 31.07.2027 |
|  | Pro Vice Chancellor appointed by Council  | Professor Elizabeth McCrum Professor Peter Miskell |  |
|  |
|  |  | Professor Richard Frazier | 31.07.2025 |
|  | President of the Students’ Union  |   |  |
|  | Welfare Officer of the Students’ Union |   |  |
|  | Inclusion and Community Officer of the Student’s Union |   |  |
|  | Education Officer of the Students’ Union |   |  |
|  | Activities Officer for Students’ Union |   |  |
| *By co-option:**\* at least one of whom should normally be an international student* |  |
|  | A Postgraduate (Taught) Student \* | 1 year term, renewable for 1 further year. |
|  | A Postgraduate (Research) Student\* |
| *In attendance:* |
|  | Director of Student Welfare and Academic Services, University of Reading Malaysia | Nandan Ramachandran |
|  | PVC (Academic Planning and Resource) | Professor Dominik Zaum |
|  | Director of Student Services or nominee | Dr Paddy E Woodman |
|  | Associate Pro-Vice Chancellor (Education and Student Experience) appointed by the Council. | Professor Clare Furneaux |
|  | Associate Pro-Vice Chancellor for Diversity and Inclusion | Professor Allan Laville  |
|  | Internal Communications (Student Engagement) Manager | Rachel McQuilliam  |
|  | Chief Executive, RSU  |   |
|  |  |
| *Secretary* | Tasha Easton, Executive and Governance Manager, (appointed by the University Secretary)  |
|  |
| Invitations will be made from time to time to other staff or student representatives for specific items. |
|  |
| *Terms of Reference:**The purpose of the Committee is to ensure that there is an effective channel for the student voice to be heard and that it is core to governance so that the University continuously improves and develops the experience for all students and that their perspectives are well understood by Council and inform its decisions* |
| 1. | The Committee shall normally meet once each semester, shall consider such matters as may from time to time be delegated to it by the Council, the Scrutiny 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 Scrutiny and Finance Committee and the Council any concerns about the financial affairs of the Students’ Union; |
|  | (c) | taking advice from University Executive Board, determine on behalf of the Council, the Students’ Union Block Grant for the forthcoming financial year; |
|  | (d) | report to the Council any matter relating to the Students’ Union Constitution, including any regarding the review of the Constitution required under the Students’ Union Code of Practice and to frame appropriate recommendations; and |
|  | (e) | monitor the overall financial and non-academic relationship between the Students’ Union and the University and, where necessary, bring forward any recommendations for changes to that relationship. |

# **The** **Senate**

|  |
| --- |
| *Ex officio* |
|  | The Vice-Chancellor |
|  | The Deputy Vice-Chancellor |
|  | The Pro-Vice-Chancellors |
| Associate Pro-Vice Chancellors Postgraduate Research Studies; Diversity and Inclusion |
|  | Professor Adrian Williams  | *Postgraduate Research Studies and Researcher Development*  |
|  | Professor Allan Laville  | *Diversity and Inclusion* |
| *Elected by and from amongst the Heads of Schools:* |
|  | Professor Trish Reid | Arts and Communication Design | 31.07.2027 |
|  | Professor Uma Kambhampati  | Philosophy, Politics and Economics | 31.07.2027 |
|  | Professor Carmel Houston-Price  | Psychology and Clinical Language Sciences | 31.07.2027 |
|  | Dr Sarah Marston  | Institute of Education  | 31.07.2026 |
|  | Professor Gail Marshall | Humanities | 31.07.2025 |
| Teaching and Learning Each member so elected shall hold office for up to three years and shall be re-eligible. |
|  | Dr Chris Dalton | Henley Business School  | 31.07.2027 |
|  | Dr Richard Frazier  | Chemistry, Food and Pharmacy  | 31.07.2026 |
|  | Professor Louise Hague  | Law  | 31.07.2026 |
|  | Dr Ilan Dwek  | Institute of Education | 31.07.2027 |
|  | Dr Rachael Neal  | Agriculture Policy and Development | 31.07.2026 |
|  | Dr Karen Poulter | Mathematical, Physical and Computational Sciences  | 31.07.2027 |
|  | Dr Will Bailey-Watson | Institute of Education | 31.07.2027 |
|  | Professor Katja Strohfeldt  | Chemistry Food and Pharmacy  | 31.07.2026 |
|  | Vacancy  |  |  |
| Research Each member so elected shall hold office for up to three years and shall be re-eligible. |
|  | Professor Gunter Kuhnle  | Chemistry Food and Pharmacy | 31.07.2026 |
|  | Dr Sokratis Stergiadis | Biological Sciences  | 31.07.2026 |
|  | Dr Mona Ashok | Henley Business School | 31.07.2027 |
|  | Dr Gabor Thomas  | Archaeology, Geography and Environmental Science | 31.07.2025 |
|  | Professor Sarah von Billerbeck  | Politics, Economics and International Relations | 31.07.2025 |
|  | Dr Marrisa Joseph | Henley Business School  | 31.7.2027 |
|  | Vacancy |  |  |
|  | Vacancy  |  |  |
|  | Vacancy  |  |  |
|  |
| 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. |
|  | James Lloyd  | Arts and Communication Design | 31.07.2025 |
|  | Pam Cottrell  | Education | 31.07.2027 |
|  | Professor Rebecca Rist  | Humanities | 31.07.2025 |
|  | Dr Kieran Lee Marshall  | Law | 31.07.2027 |
|  | Brian Turner | International Study and Language Institute | 31.07.2025 |
|  | Dr Stephen Kastoryano | Philosophy, Politics and Economics  | 31.07.2027 |
|  | Dr Shu-Ling Lui | Built Environment | 31.07.2025 |
|  | Professor Hong Yang | Archaeology Geography and Environmental Science | 31.07.2025 |
|  | Professor Maarten Ambaum | Mathematical, Physical and Computational Sciences | 31.07.2025 |
|  | Professor Henny Osbahr | Agriculture, Policy and Development | 31.07.2027 |
|  | *Vacancy* | Biological Sciences |   |
|  | Professor Becky Green  | Chemistry, Food and Pharmacy | 31.07.2026 |
|  | Dr Rachel McCloy | Psychology and Clinical Language Sciences | 31.07.2025 |
|  | Professor Yelena Kalyuzhnova | Henley Business School | 31.07.2027 |
|  |
| 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 | James Haxell  |   |
|  | The Education Officer | Shreyas Ghandi |   |
|  | The Welfare Officer | Sarah Ifidon |   |
|  | The Inclusion and Community Officer | Gabe James  |  |
|  | The Student Activities Officer | Nathan Norris |   |
|  |
| *Five members elected by and from amongst the registered students:* |
|  | Harry Hand  |  |  |
|  | Eddie MacDonagh  |  |  |
|  | Lucy Rhodes  |  |  |
|  | Martina Hudson |  |  |
|  |  |  |  |
|  |
| *Lay member Right of Attendance .* |
|  | Penny Egan (to 31.12.2024)(Alt) Sally Plank | Lay Member of Council |  |
|  |
|  | Dr Richard Messer | Chief Strategy Officer and University Secretary  |  |
|  | Andrew Grice  | Director of Finance  |  |
|  | Dr Deepa Driver  | Reading UCU Branch President |  |
|  | Vacancy | Provost, UoRM  |  |
|  |
| *Secretary* | The University Secretary (for whom Louise Sharman, Head of Governance acts) |

# **University Executive Board**

|  |  |  |
| --- | --- | --- |
|  | The Vice-Chancellor *(Chair)* |  |
|  | The Deputy Vice-Chancellor |  |
|  | The Pro-Vice-Chancellors |  |
|  | Chief Strategy Officer and University Secretary  |  |
|  | Director of Finance  |  |
|  |
| *Secretary* | Louise Sharman, Head of Governance (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | Subject to the Charter and Ordinances and subject to such direction as it may from time to time receive from the Council or the Scrutiny 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 the Scrutiny 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 Scrutiny 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 Scrutiny and Finance Committee as appropriate. |

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# Prevent Duty Group

|  |  |  |
| --- | --- | --- |
|  | The Chief Strategy Officer and University Secretary (Prevent Lead) *(Chair)* | Dr Richard Messer  |
|  | Prevent Duty Compliance Officer  | Melissa Willcox  |
|  | The Head of School (SPPE)  | Professor Uma Kambhampati  |
|  | RSU Inclusion & Communities Officer |  |
|  | RSU Welfare Officer  |  |
|  | Assistant Director of HR | Susan Thornton |
|  | Head of Events | Aleiah Potter |
|  | Student Welfare Manager  | Elaine Miles |
|  | Director of Legal Services or nominee | Megan Budge  |
|  | Interim Campus Services Director  | Marcus McDonnell  |
|  | Director of CQSD | Anne-Marie Henderson  |
| By invitation |
|  | Prevent Regional HE/FE Coordinator, DfE | Helene Morris |
|  |
| *Secretary* | Abbie Smith, Executive Support Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference*   |
| 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, including raising awareness and providing training to staff identified as having a key role in Prevent Duty  |
| 3 | To report to the University Executive Board by exception  |

Academic Probation Review Sub-Committee

|  |
| --- |
| *Ex officio* |
|  | The Pro-Vice-Chancellor (Education and Student Experience) *(Chair)* | Professor Peter Miskell |
|  | Pro Vice-Chancellor (Research & Innovation)  | Professor Dominik Zaum |
|  | An Associate Pro-Vice Chancellor | Professor Adrian Bell  |
| *In attendance* |  |
|  | A representative from Human Resources | Nicola Johnson  |
|  |
| *Secretary* | Sarah Haylett (appointed by the University Secretary) |

# Commercial Advisory Group

|  |
| --- |
| *Ex officio* |
| The Pro-Vice-Chancellor (Academic Planning and Resource) *(Chair)* | Professor Dominik Zaum |
| Director of Finance  | Andrew Grice |
| *Up to 5 External Advisors* |
|  | Andrew Beshaw |
|  | Dr Bill Kilgallon |
|  | Ben Roberts |
| *Right of attendance* |
| Chief Legal Officer and Director of University Corporate Services  | Julie Rowe  |
| *By Invitation* |
| Director of Estates  | Andrew Casselden  |
| Director of Property Services  |  |
| Director of Research Services  | Dr Anne-Marie van Dodeweerd |
| Director of Knowledge Exchange and Commercialisation  | Dr Guy Hembury |
|  |  |
| *Secretary* | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |
|  |
| The Commercial Advisory Group will be supported and advised as required by other officers and by external professional advisors commissioned by the University when deemed necessary in relation tospecific proposals and/or its commercial and property investment strategies *.* |
|  |
| *Terms of Reference:* |

|  |  |
| --- | --- |
| 1. | To provide the University Executive Board, and where required other University Committees deciding on commercial projects with timely expertise and advice in relation to:1. all significant University property investment activity including, but not limited to:
	* the acquisition and development of investment property; and
	* the identification of opportunities to maximise the return or value of existing University-owned assets, including disposals
2. all significant commercial activity utilising or relating to the use of University Research and other intellectual property
3. other commercial or investment opportunities that may be referred to the Board
4. partnership opportunities that may be referred to the Board where there is or is the potential for commercial activity or investment
 |
| 2 | To provide support and challenge to Functions and the University Executive Board in the preparation of Commercial Strategies.To conduct a strategic review of the implementation of the University’s Commercial Strategies and related policies at appropriate intervals |
| 3 | To be responsible for providing advice to the University Executive Board and Council and where appropriate making recommendations regarding commercial or investment property proposals. |
| 4 | To agree and keep under review a set of principles and criteria against which proposals will be assessed. The principles and criteria may include such matters as:1. Alignment with the University’s strategies;
2. The balance between risk and reward
3. The proposed method of funding
4. Who might benefit
5. Value for money
6. The strength of the business case
7. Timings and how projects may complement and/or conflict
8. The University’s legal powers and obligations
9. Tax implications
10. Corporate structure recommendations
11. Advice from its professional advisors, whether internal or external;
 |
| 5 | Before providing advice to or making recommendations to the University Executive Board and Council, to satisfy itself that a proposal is in accordance with the principles and criteria agreed by the Group, taking into account the balance between the University’s academic, financial and research and charitable objectives. It is the responsibility of those submitting proposals to articulate these in any submission. |
| 6 | Decisions on taking forward each proposal will be taken by the University Executive Board,Council and/or its relevant sub committees. |
| 7 | The Commercial Advisory Group will meet at least four times a year with further meetings arranged as required to consider proposals promptly or when required for other purposes. Meetings may be cancelled if there are no items to be discussed.The quorum for a meeting of the Commercial Advisory Group will be four members, of which two must be external |

|  |  |
| --- | --- |
| 8 | To receive any progress updates on relevant strategies or projects to be submitted to the University Executive Board, Council or Committees/Sub Committees of Council |
| 9 | To request the production of lessons learned reports/post project reviews |
| 10 | The Commercial Advisory Group will review it terms of reference annually. |

# **Teaching and Learning**

# University Board for Teaching, Learning and Student Experience

|  |
| --- |
| *Ex officio* |
|  | The Vice-Chancellor |
|  | The Deputy Vice-Chancellor |
|  | The Pro-Vice-Chancellors (Education and Student Experience)  | Professor Elizabeth McCrum *(Chair)*Professor Peter Miskell  |
| *Associate Pro-Vice Chancellors (Education and Student Experience)* |
|  |  | Professor Clare L. Furneaux |
|  |  | Professor Daniel Grant  |
|  |  | Professor Louise Hague  |
|  |  | Professor Katja. Strohfeldt |
|  |
|  | Chief Strategy Officer and University Secretary | Dr Richard Messer |
|  | Academic Director (Teaching and Learning) University of Reading Malaysia | Professor Anne Vergis |
|  | Academic Director (Teaching and Learning) NUIST Reading Academy  | Daniela Standen  |
|  | Director of Student Services | Dr Paddy Woodman |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development  | Professor Adrian Williams  |
|  | Director of the Centre for Quality Support and Development  | Anne-Marie Henderson  |
|  | The Education Officer of the Students’ Union (RSU) |   |
|  | The Inclusion and Communities Officer of the Students Union (RSU) |   |
|  |
| *By invitation* |
|  | Chief Legal Officer and Director of University Corporate Services | Julie Rowe |
|  | Co-Chair of the Sub-Committee on Delivery and Enhancement of Learning and Teaching | Dr Karen Poulter  |
|  | Co-Chair of the Committee on Student Experience and Development | Dr Alana James |
|  | Co-Chair of the University Programme Board | Professor Alan Howard  |
|  |
| *Secretary* |
|  | Richard Sandford, Head of Quality Assurance and Policy (appointed by the University Secretary) |
|  |
| *Terms of Reference* |
|  | Subject to the authority of the Senate and in accordance with those aspects of the University Strategy related to Education and Student Experience to develop, regulate and co-ordinate all teaching and related study and the student experience in the University; |
|  | To implement those elements of the University Strategy related to Education and Student Experience as recommended PVC(s) (Education and Student Experience); |
|  | To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate; |
|  | To articulate with the Committee on Researcher Development and Postgraduate Research Studies and with School Management Boards; and |
|  | The Board shall report to the Senate of the University and to School Management Boards and Boards of Studies and Student Experience (via SDTLs). UBTLSE will report, by exception, to the University Executive Board (UEB). |

# University Programmes Board

|  |
| --- |
| *Ex officio* |
|  | Co-Chairs (An Associate Pro-Vice Chancellor (Education and Student Experience ))  | Professor Katja. Strohfeldt  |
|  | Associate Pro-Vice Chancellor (Quality Assurance) | Professor Alan Howard  |
|  | The other Associate Pro-Vice Chancellors (Education and Student Experience) | Professor Clare L. FurneauxProfessor Louise Hague Professor Daniel Grant  |
|  | A Pro-Vice-Chancellor  | Dr Caroline Baylon |
|  | Director of CQSD | Anne-Marie Henderson  |
|  | Director of Legal Services or nominee  | Martha Brookes |
|  | Director of External Relations or nominee | Fiona Blair |
|  | Director of Teaching and Learning Operations and Advice or nominee | Daniel De Sousa |
|  | Head of Marketing and Campaigns  | Kirsty Grant  |
|  | Senior Admissions Manager  | Anthony Keeble |
|  | Academic Director of Teaching and Learning UoRM | Professor Anne Vergis  |
|  | Senior Teaching and Learning Officer (HBS) | Claire SteadmanGeraldine Mak  |
|  | RSU Education Officer |  |
| *Right of Attendance* |
|  | Senior Quality Support Officer | Vicky Howard |
|  | A representative from the International Study and Language Institute  | Dr Daguo Li  |
|  |
| *Secretary:* | Rosie Pursey and Andrew Carlton, Senior Quality Support Officers , (appointed by the University Secretary) |
|  |
| *The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.* |
| *Terms of Reference* |
|  | To take strategic oversight of the University’s portfolio of programmes including, but not limited to:• Evaluating new programme proposals ; • Approving new programme proposals (having considered both the academic and business case elements) and report to UBTLSE;• Considering and approving any amendments to programmes which have a significant impact on the portfolio or on the contractual obligations of the University; • Approving programme withdrawals and suspensions; and• Reviewing the performance of existing programmes and modules on a regular basis as deemed appropriate using, the portfolio management process. |
|  | In considering new programme proposals and major amendments to programmes the Board will* Ensure that the programmes adhere to the University’s guidelines on the design of undergraduate and taught postgraduate programmes
* Give advice and guidance on new and developing programme proposals, including those involving international collaborations and at the MoU approval stage;
* Ensure that the Curriculum Framework is used to inform the development of any new programmes;
* Ensure that potential operational and sustainability impacts are identified and taken into account
 |
|  | To take strategic oversight of the University’s portfolio of programmes, including, but not limited to, reviewing the performance of existing programmes on a regular basis as deemed appropriate. |
|  | To keep under review the current programme approval processes and make recommendations for alterations as necessary |
|  | To report to UBTLSE, the Global Engagement Strategy Board, the Recruitment and Admissions Steering Group, as necessary. |

## Recruitment and Admissions Steering Group

|  |  |
| --- | --- |
| *Ex Officio* |  |
| *Co-Chairs*  | Pro-Vice-Chancellor (Academic Planning and Resource) Pro-Vice-Chancellor (International) | Professor Dominik Zaum Dr Caroline Baylon |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development  | Professor Adrian Williams |
| *Heads of School*  |
|  | Agriculture Policy and Development  | Professor Simon Mortimer |
|  | Archaeology Geography and Environmental Science  | Dr Stuart Black  |
|  | Arts and Communication Design  | Professor Trish Reid |
|  | Biological Sciences | Professor Phil Dash  |
|  | Built Environment  | Dr Tim Lees |
|  | Chemistry Food and Pharmacy  | Professor Richard Frazier |
|  | Henley Business School  | Professor Elena Beleska Spasova  |
|  | Humanities  | Professor Gail Marshall |
|  | Institute of Education | Dr Sarah Marston |
|  | International Study and Language Institute | Elizabeth Allen |
|  | Law | Professor James Devenney |
|  | Mathematical Physical and Computational Science  | Professor Andrew Charlton-Perez |
|  | Psychology and Clinical Language Sciences  | Professor Carmel Houston-Price  |
|  | Philosophy Politics and Economics  | Professor Uma Kambhampati  |
|  | Director of Student Services  | Dr Paddy Woodman  |
|  | Director of Global Recruitment and Admissions  |  |
|  | Director of External Relations | Fiona Blair  |
|  | The President of the Students’ Union  |  |
|  | Planning Manager | Dr Cassie Moran |
|  | Deputy Director of Finance | Marie Misselbrook  |
| *Right of Attendance* |
|  | Head of Admissions  | Kathryn Whittington |
|  | Head of Global Recruitment (International) | Andy Howman |
|  | Head of Global Recruitment (UK and Outreach) | Rachel South  |
|  | Head of Marketing and Campaigns | Kirsty Grant  |
|  | Senior Applicant Engagement Manager | Beth Reed  |
|  | Head of Undergraduate Programmes (HBS) | Professor George Alexandridis  |
|  | Director of Strategic Marketing (HBS) | Julia Massey  |
|  | Head of Recruitment Marketing (HBS) | Chris Rice  |
|  | Interim Head of Global Partnerships | Ashley Burke |
|  |
| *Secretary:* | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | To 1. monitor admissions statistics during the recruitment and admissions cycle,
2. provide Heads of School with timely information where agreed student number targets are projected to be missed,
3. determine any significant in-year changes to recruitment or admissions approach following consultation with the relevant Head(s) of School;
 |
|  | To consider recommendations on, and formally approve, changes to entry standards for all undergraduate and post-graduate programmes, and English Language requirements for non-UK students, including incoming Study Abroad and ERASMUS students; |
| 1.
 | 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; |
|  | 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; |
|  | To report to the Planning and Change Board and the University Board for Teaching Learning and Student Experience as appropriate. |

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# Sub-Committee on Delivery and Enhancement of Learning and Teaching

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| *Ex Officio* |  |
|  | Joint Chairs | Dr Karen Poulter Professor Daniel Grant |
|  | The Education Officer of the Students’ Union |   |
|  | The Welfare Officer of the Students’ Union |   |
|  | Director of Teaching and Learning Administration and Operations (or their nominee) | Daniel De Sousa |
|  | A representative of the Library  | Kerry Webb (alt:Dr Sonia Hood) |
|  | Chief Digital and Information Officer | Stuart Brown (alt: as nominated) |
|  | Head of Academic Development and Enhancement | Joy Collier |
|  | Head of Quality Assurance and Policy  | Richard Sandford |
|  | Head of Technology Enhanced Learning | Vicki Holmes  |
|  | Examinations Manager  | Colin Baker (alternate: as nominated) |
|  | Chair of the School Directors of Academic Tutoring Community of Practice | Professor Bob Rastall |
| *Four members of the Academic Staff of the University*  |
|  | Enza Siciliano Verrucio | (alternate: Florian Roithmayr) |
|  | Dr Amanda Branson | (alternate: Rav Savania) |
|  | Dr Gillian Rose | (alternate: Dr Stuart Black) |
|  | Dr Andrew Hull  | (alternate: Melanie Jay) |
| *Right of Attendance* |
|  | A Pro-Vice-Chancellor  | Professor Elizabeth McCrum orProfessor Peter Miskell |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development | Professor Adrian Williams  |
|  | A representative from the University of Reading Malaysia | Esther Chang |
|  | Head of Post-experience Postgraduate Programmes  | Dr Anne Dibley  |
|  | Academic Director of Teaching and Learning, NUIST-Reading Academy | Daniela Standen |
|  |
| *Secretary* | Nathan Shaw, Senior Quality Support Officer, (appointed by the University Secretary) |
|  |
| The Sub-Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items. |
|  |
| *Terms of Reference:* |
| 1 | In line with the aspects of the University Strategy related to Education and Student Experience, and the Curriculum Framework, 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 and digital technology services and T&L operations in teaching and learning and ensure that these are appropriately aligned with the aspects of the University Strategy related to Education and Student Experience Curriculum Framework; |
| 4 | To advise and report to the University Board for Teaching Learning and Student Experience. |

# Committee on Student Experience and Development

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| --- |
| *Ex Officio*  |
|  | A Associate Pro-Vice Chancellor (Education and Student Experience)An SDTL *Co-Chair)* | Professor Clare L. Furneaux Dr Alana James  |
|  | Three representatives from the Students’ Union Activities and Opportunities Officer of the Students’ UnionWelfare Officer of the Students’ UnionInclusion and Communities Officer of the Students Union(alternate: Education Officer of the Students’ Union |  |
|  | RUMSA President, University of Reading Malaysia  |  |
|  | Director of Student Services | Dr Paddy Woodman |
|  | Director of Student Success and Engagement  | Katie Robertson  |
|  | Director of Student Welfare and Academic Services, UoRM  | Nandan Ramachandran |
|  | Director of Campus Commerce or nominee(Alt: Matthew Tebbit) | Martin Batt  |
|  | Chairs of School Directors of Academic Tutoring (SDAT) CoP | Professor Bob Rastall |
|  | A representative of MCE (Alt: Sophie Anderson ) | Rachel McQuilliam  |
|  | The University Chaplain and Chaplaincy Team Coordinator | Revd Mark D. Laynesmith |
| *Six Members of Academic Staff**The normal period of tenure for a School Representative is four years (change effective from January 2023).* |
|  | Social Science cluster (and London Road rep) | Dr Andrew Happle (alt: Jo Elsey  | 31.07.2025 |
|  | Life Science cluster | Dr Sarah Snuggs (alt: Dr Alastair Culham ) | 31.07.2027 |
|  | Science Cluster | Dr Calvin Smith (alt: Catherine Langran) | 31.07.202431.07.2027 |
|  | Henley Business School | Dr Kelly Sloan (alt: Amal Ahmadi) | 31.07.2026 |
|  | Arts and Humanities cluster: | Dr Faye Woods (alt: ) | 31.07.2027 |
|  | ISLI representative | Victoria Collins (alt: Brian Turner) | 31.07.2026 |
| *Rights of Attendance* |
|  | The Pro-Vice-Chancellor(s) (Education and Student Experience) |  |
|  | President of the Students’ Union |  |
|  |
| *Secretary:* | Katarina Bilikova, Executive Administration Officer (Teaching & Learning) |
|  |
| The Committee will extend invitations to others to attend meetings from time to time to consider particular agenda items. |
| Terms of Reference: |
|  | 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) |
|  | 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  |
|  | 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 ensure evaluation of enhancement activities takes place  |
| 5. | To advise and report to the University Board for Teaching Learning and Student Experience  |

##

## Committee for Infrastructure in Learning and Teaching

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| *Ex Officio* |
| *Chair* | Professor Katja Strohfeldt | Associate Pro-Vice Chancellor (Education and Student Experience) |
|  | Co-Chairs of SCELTI | Professor Becky Green Sharon Sinclair-Graham |
|  | Chief Digital and Information Officer | Stuart Brown  |
|  | Campus Planning Director and on behalf of the Director of Estates) | David Wallace |
|  | Finance Business Partner | Hamid Quadri  |
|  | Strategic Projects Manager  | Gemma Green |
|  | Head of Technology Enhanced Learning  | Vicky Holmes |
|  | Head of Academic Development and Enhancement  | Joy Collier  |
|  | University Librarian  | Sue Egleton  |
|  | Interim Head of Timetabling and Room Bookings  | Becky Clist  |
|  | Head of Space and Asset Management | Michele Facer |
| *Representative from the Students’ Union* |
|  | The Inclusion and Communities Officer of the Students’ Union (alternate: Any other Sabbatical officer of the Students’ Union) |  |
| *Standing Invitation* |
|  | SCELTI Secretary, Quality Support Officer, CQSD-QAP | Melissa Brunt |
|  |
| *Secretary* | Allison Penn, Senior Quality Support Officer *(appointed by the University Secretary)* |
|  |
| *Terms of Reference* |
| 1. .
 | To assess short, medium and longer-term requirements for teaching infrastructure (space and technology) in the University, together with all related strategies, specifically in reference to the Digital Strategy and Estates Strategy, operational aspects and policy developments. |
|  | To consider longer term pedagogic impact on teaching and learning, and its implications for teaching and learning infrastructure, and to feed into institutional longer-term strategy and planning. |
|  | To consider the impact of changes in the teaching and learning environment and, as a result, work with SCELTI to devise and implement strategies to ensure most effective use of the University’s teaching infrastructure. |
|  | To devise and implement mechanisms to effectively monitor the usage of University teaching infrastructure.  |
|  | To oversee the improvements to and the accessibility of our teaching and learning infrastructure through investment in space, furniture, fittings, technology, and related services. |
|  | To oversee relevant budgets for teaching infrastructure, including fixed and variable capital expenditure, and set guidance and priorities for spend. |
| The Committee will report to the University Board for Teaching, Learning and Student Experience (UBTLSE) for onward reporting to the Estates Committee (EC) and the University Executive Board (UEB). |

## Online Courses Advisory Group

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| *Ex Officio* |
| *Chair* | Pro-Vice-Chancellor (Education and Student Experience) | Professor Elizabeth McCrum |
|  | Head of Technology Enhanced Learning | Vicki Holmes |
|  | Online Courses Programme Manager | Nicky McGirr |
| *Academic Representatives*  |
|  | Associate Pro-Vice Chancellor (Research)  | Professor Adrian Bell |
|  | Associate Pro-Vice Chancellor (Education and Student Experience) | Professor Daniel Grant |
|  |   | Professor Cindy Becker |
|  |   | Professor Elisabeth Wilding (International Study and Language Institute) |
|  |   | Dr Andrew Ainslie (Agriculture Policy and Development) |
|  |  | Professor Angelique Chettiparamb (Real Estate and Planning) |
|  |  | Dr Hilary Weller (Meteorology) |
| *Function Representatives*  |
|  | Marketing and Engagement Business Partner | Lucy Petch |
|  | Global Recruitment ((International) | Irem Ozsoy |
|  | Global Recruitment (UK) | Amy Fairbrother |
|  | Director of the Centre for Quality Support and Development | Anne-Marie Henderson  |
| *Right of Attendance*  |
|  | Senior Digital Learning Producer | Anastasia Rattigan (maternity leave) |
|  | Digital Learning Producer | Yen Tu |
|  |
| *Secretary* | Harriet Wallis, Senior Quality Support Officer *(appointed by the University Secretary)* |
|  |
| *Terms of Reference* |
| 1. .
 | Advise on the direction of the University’s programme of short online courses, ensuring alignment with the broader University Strategy and priorities |
|  | Identify and provide feedback on new opportunities and ideas |
|  | Review and act as a critical friend with regards to progress and developments |
|  | Champion and raise awareness of the Online Courses Programme in University forums |
| The Online Courses Advisory Group reports to the Sub-Committee on Delivery and Enhancement of Learning and Teaching (DELT) |

# **Research**

# University Board for Research and Innovation

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| *Ex officio* |
|  | The Pro-Vice-Chancellor (Research and Innovation) *(Chair)* | Professor Parveen Yaqoob |
| *An Associate Pro-Vice Chancellor (Research) from each Theme* |
|  | Professor John Gibbs  | *Heritage & Creativity* |
|  | Professor Suzanne Gray | *Environment*  |
|  | Professor Carol. Wagstaff | *Agriculture Food and Health*  |
|  | Professor Adrian Bell  | *Prosperity & Resilience* |
|  |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development  | Professor Adrian Williams  |
|  | Chair of the Research Staff Committee |  |
|  | Director of Research Services | Dr Anne-Marie van Dodeweerd |
|  | Finance Business Partner | Anne-Marie West |
|  | University Librarian  | Sue Egleton |
|  | Director of Knowledge Exchange, Commercialisation & Partnerships | Guy Hembury |
|  | Head of Research Communication and Engagement | Caroline Knowles |
| *Two Academic Members appointed by Senate*  |
|  |  | Dr Chris Jones  | 31.07.2026  |
|  |  | Professor Gail Marshall | 31.07.2027 |
|  | Early Career Researcher  | Dr Mona Ashok  |
|  | A representative of the Students’ Union  |   |
| Other officers may be invited to attend for discussion of particular items  |
|   |
| *Secretary* | Dr Nathan Helsby Head of Planning and Reporting (appointed by the University Secretary) |
|  |
| *Key Objectives*  |
| 1 |

|  |
| --- |
| Governance and oversight of research and innovation activities * Research and innovation performance
* Researcher development and training
* REF
* Research integrity and open research
* Research finance (Research Development Fund (RDF), GCRF, Research Infrastructure, HEIF)
 |

 |
| 2 | Oversees engagement with sector-wide developments (eg consultations) |
| 3 | Challenge and support for research leadership  |
| *Terms of Reference:* |
| 1. | To monitor and evaluate the implementation of the research strategy, approve plans from relevant committees, and monitor progress towards key research performance indicators. |
| 2. | To monitor and evaluate the development and implementation of open research policies, processes, and systems; and approve significant changes to them. |
| 3. | To monitor and support preparations for the University’s submission to the Research Excellence Framework, and the Knowledge Exchange Framework (KEF). |
| 4. | To support and monitor the implementation of researcher training and development, including of PGR students, and approve relevant strategies.  |
| 5. | To monitor the University’s systems and processes for research integrity, monitor compliance with the Concordat on Research Integrity, and approve changes to relevant structures and processes |
| 6. | To oversee and support the University’s engagement with national and international developments in research and innovation, and on relevant consultations, including their approval (including, if necessary due to timing, outside formally scheduled meetings). |
| 7. | To approve the annual plans for the use of RDF 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

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| *Ex officio* |
|  | Pro-Vice-Chancellor (Research and Innovation) *(Chair)* | Professor Parveen Yaqoob |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development *(Deputy Chair*) | Professor Adrian Williams  |
| *The Associate Pro-Vice Chancellor (Research)s* |
|  | Professor Roberta Gilchrist | *Heritage & Creativity* |
|  | Professor John Gibbs | *Heritage & Creativity* |
|  | Professor Suzanne Gray | *Environment* |
|  | Professor Tom Oliver  | *Environment* |
|  | Professor Carol Wagstaff | *Food and Health* |
|  | Professor Adrian Bell  | *Prosperity & Resilience* |
|  |  |  |
|  | Head of Planning and Reporting  | Dr Nathan Helsby  |
|  | REF and Research Planning Manager  | Wanda Tejada |
| Other officers may be invited to attend for discussion of particular items  |
|  |
| *Secretary* | Dawn Cobbold (Executive Administration Manager) (appointed by the University Secretary) |
| *Key Objectives* |
| 1 | To set the University Strategy for Research & Innovation  |
| 2 | To implement the research strategy and ensure progress towards meeting strategic objectives. |
| 3 | To strategically allocate funding available to support research, monitor progress of funded activities and evaluate outcomes.  |
|  |
| *Terms of Reference:* |
| 1. | To set the University’s strategy for Research & Innovation for the short, medium and long term; identifying relevant priorities and objectives. |
| 2. | To develop approaches to deliver the University’s Research & Innovation strategy, addressing the agreed priorities. |
| 3. | To monitor progress towards the delivery of research and innovation strategic objectives and the achievement of related key performance indicators. |
| 4. | To determine priorities for allocation of funds to support research (including RETF and NIRD) in line with strategic priorities, and to monitor and evaluate expenditure to ensure return on investment.. |
| 5 | 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. |
| 6. | To support and monitor the development of the cross-disciplinary research themes, and other inter and cross-disciplinary initiatives. To support the activities of interdisciplinary research centres and oversee their performance.  |
| 7 | To develop and oversee efforts to support the development of research leadership |
| 8. | To support the development and provide quality control of large external funding bids |
| 9. | To receive minutes from the Committee on Research Infrastructure, University Committee on Research Impact, Partnerships and Engagement and Committee on Researcher Development and Postgraduate Research Studies |
| 10  | To report to the University Board for Research and Innovation. |

# Committee on Researcher Development and Postgraduate Research Studies

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| *Membership* |
|  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development  | Professor Adrian Williams *(Chair)* |
|  | Director of Graduate School Services | Dr Elena Bedisti |
|  | An Associate Pro-Vice Chancellor (Research) | Professor Adrian Bell  |
| *Two School Directors of Postgraduate Research Studies* |
|  |  | Dr Graeme Cottrell |
|  |  | Dr Richard Blakemore  |
|  | Chair of Research Staff Committee | Dr Veronica Escobar Ruiz  |
|  | People Development Manager  | Carly Roalf  |
| 2 members of staff (appointed through open competition) |
|  |  | Dr Alice Pollitt |
|  |  | Vacancy |
|  | Researcher Development Project Officer  | Sue Glover  |
|  | PGR Recruitment and Marketing Officer | Jonathan Lloyd |
|  | HR Partner  | Rachel Thorns  |
|  | 1 PGR student representative | RSU PGR Part time Officer  |
| Other officers may be invited to attend for discussion of particular items  |
|  |
| *Secretary* | Dr Lucy Fletcher (Doctoral Studentships Support Officer) |
|  |
| *Key Objectives*  |
| 1 | Develop strategy for and oversee early career researcher development, including programmes for researcher development |
| 2 | Oversee commitments under the HR Excellence in Research award, and the Researcher Development Concordat  |
| 3 | Develop strategy for PGR recruitment, progression, and professional development |
| 4 | Oversee Doctoral Training Programme provision and the allocation of PGR studentships across the University |
| *Terms of Reference:* |
| 1. 1.
 | To devise and implement strategies to support the development of early career researchers; both research staff and those on T&R contracts. |
|  | To oversee the implementation of the new Researcher Development Concordat, including reporting annually on progress to UEB and Council. |
|  | To drive Reading’s strategic approach to PGR recruitment, working with Schools / Departments and relevant Functions, to increase PGR recruitment levels, in line with the University’s overall PGR recruitment target as determined by the University Executive Board. |
|  | To consider a range of management information relating to PGR students and to monitor success against internal and external indicators and targets. |
|  | To oversee Doctoral Training Partnership provision, and the allocation and award of PGR studentships across the University. |
|  | To receive and, where appropriate, respond to reports from the School Directors of PGR Studies Forum, the Postgraduate Research Student Representatives Forum, and the Research Staff Committee. |
|  | The Committee will meet 3 times a year  |

# Committee on Open Research and Research Integrity

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| *Membership* |
| *Chair* | Pro-Vice Chancellor (Research and Innovation) | Professor Parveen Yaqoob |
|  | An Associate Pro-Vice Chancellor (Research)  | Professor Adrian Bell  |
|  | Associate Director (Scholarship and Planning) | Chrissie Willis-Phillips |
|  | Research Data Manager | Dr Robert Darby |
|  | Head of Planning and Reporting | Dr Nathan Helsby |
|  | Head of Research Communication and Engagement | Caroline Knowles  |
|  | Head of Research Services | Dr Anne-Marie Van Dodeweerd |
|  | Head of Governance | Louise Sharman |
| *2 members of staff appointed through open competition* |
|  | Academic Representative | Angelique Chettiparamb  |
|  | Academic Representative | Dr Mara Oliva  |
|  |  |  |
|  | Head of Quality Assurance in Research | Abbe Davy |
|  | A representative of IT  | Dr Maria Broadbridge  |
|  | UKRN Institutional Lead | Professor Etienne Roesch |
|  | Researcher Development Project Officer | Sue Glover |
|  | Research Excellence Framework (REF) and Research Planning Manager | Wanda Tejada |
|  | Research Engagement Manager | Alison Sutton |
| Other officers may be invited to attend for discussion of particular items  |
|  |
| *Secretary* | Dawn Cobbold, Executive Administration Manager  |
|  |
| *Key Objectives*  |
| The key objectives for the Committee are drawn from the University Research Strategy 2019 section 4. Conduct research ethically, and with integrity and transparency*‘A commitment to open research, and robust processes to govern and review research integrity and* *ethics are core to our values, particularly in light of social and technological change. Our open research* *policy sets out how we will support early discovery of the design, planning, methods and results of our**research and how we foster a culture of responsibility, integrity and openness in all aspects of our* *research.* |
| *What we will do to support open research and research integrity:* |
| *i.* | *Build a culture of open research, encouraging researchers and research students to be as open as they can, as early as they can, in their work.* |
| *ii.* | *Improve accessibility and transparency of our research through technology and open research practices.* |
| *iii.* | *Support the reproducibility of research through staff training, and by making data and outputs open and accessible through the University’s Research Data Archive and the University’s institutional repository (CentAUR).* |
| *iv.* | *Sustain a culture of research integrity in line with the commitments in the Concordat to Support Research Integrity.’* |
|  |
| *Terms of Reference:* |
|  | To have overall responsibility for institutional policies and procedures in relation to open research, research integrity (including the concordat) and research ethics, ensuring that these are fit for purpose and compliant with statutory and funder requirements. |
|  |  To embed open research into university management and processes. |
|  |  To support the development of effective communications and direct engagement activities relating to open research. |
|  |  To oversee the strategic allocation of open access funds and monitor engagement. |
|  |  To engage with open research developments nationally and internationally and promote the adoption of appropriate innovative practices. |
|  |  To fulfil the reporting requirements relating to the concordat for research integrity |
|  | The Committee will meet 3 times a year  |

# Committee for Research Infrastructure

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| *Chair* | Associate Pro-Vice Chancellor (Research)  | Professor Carol Wagstaff  |
|  | Associate Pro-Vice Chancellor (Research) | Professor Tom Oliver  |
|  | Director of CAF | Professor Gunter Kuhnle |
|  | Director of CINN Imaging  | Professor Anastasia Christakou |
|  | Head of Research Services or their nominee | Dr Anne-Marie Van Dodeweerd  |
|  | Director of Estates or their nominee  | Andrew Casselden (or Emilia McDonald) |
|  | Chief Digital and Information Officer | Stuart Brown |
|  | Director of Research and Innovation | Dr Karen Henderson |
|  | A Senior Research Accountant | Anne Marie West  |
|  | Representative of UMASCS | Guy Baxter  |
|  | Health and Safety Services Director or nominee | Jenny Mcgrother (or Jonathan Ridgeon) |
|  | Directors of BESS | Dr Eugene McSorleyDr Steven Bosworth |
|  | Representative of REDCap  | Dr Robert Darby |
| *Two members of staff appointed through open competition* |
|  |  | Professor Jon Gibbins |
|  |  | Dr Luke Bell |
|  |
| *Secretary:* Zoe Newton, Data Officer  |
|  |
| *Key Objectives*  |
| 1 | Provide comprehensive overview of research infrastructure requirements  |
| 2 | Implement infrastructure and facilities related issues of the research strategy  |
| 3 | Recommend allocations of the research infrastructure fund.  |
| 4 | Monitors progress with infrastructure fund projects  |
| *Terms of Reference* |
|  | To assess short and medium term requirements for research infrastructure in the University, together with all related operational aspects; |
|  | To assess the recruitment, training and development needs of staff who support University Research infrastructure in order to increase the sustainability and resilience of such platforms to changes in staffing |
|  | To make recommendations to UCRI for the allocation of the University’s Research Infrastructure annual fund; |
|  | 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; |
|  | Lead the engagement and response to national research infrastructure initiatives  |
|  | The Committee will meet 3 times a year  |

# University Committee for Research Impact Partnerships and Engagement

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| --- |
| *Ex officio* |
| *Co- Chairs* | Associate Pro-Vice Chancellor (Research) | Professor Tom Oliver  |
|  | Associate Pro-Vice Chancellor (Research)  | Professor John Gibbs |
| *Two Associate Pro-Vice Chancellor (Research)s* |
|  |   | Professor Roberta Gilchrist  |
|  |   | *Vacancy* |
|  | Director of Research Services | Dr Anne-Marie Van Dodeweerd |
|  | Research Impact Manager  | Dr Anthony Atkin |
|  | Head of Research Communication and Engagement  | Caroline Knowles  |
|  | Representative of the KTC  | Dr Carol McAnally |
|  | REF Manager  | Wanda Tejada |
| *2 academic members appointed through open competition* |
|  |  | Professor Len Shaffrey  |
|  |  | Professor Hilary Geoghegan |
|  |
| *Secretary* | Paul Simmons, Planning and Strategy Data Analyst |
|  |
| *Key Objectives*  |
| 1 | Financial and performance oversight of BOISP. |
| 2 | Support implementation of public engagement plan. |
| 3 | Support KE and commercialization elements of research strategy |
| *Terms of Reference:* |
| 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

|  |  |
| --- | --- |
|  | Dr Matthew McFrederick *(Co-Chair)* |
|  | Dr Mark Dallas *(Co-Chair)*  |
|  |  |
| *By Invitation* |
|  | Sue Maginn, Technical Accounts Assistant |
|  |  |
| *Secretary* | Preeti Trichur, Executive Administration Officer  |
|  |
| *Terms of Reference:* |
| 1. | To consider applications for travel funding related to the “outcomes” of personal research, from the following: |
|  | (a) | All academic staff paid from whatever source; |
|  | (b) | Other members of staff on Research and Analogous staff salary scale except for those employed by bodies that already contain provision for attendance at conferences;  |
|  | (c) | Research students funded by the University. Such applications must be accompanied by a supporting note from their Supervisor.  |
| 2. | The Sub-Committee will report to the University Board for Research and Innovation. |

# **Student Standing Committees**

# Student Appeals Committee

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

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| --- |
| *Ex officio* |
|  | The Vice-Chancellor *(Chair)* |
|  | Alternate: Any Pro-Vice Chancellor who has not had any previous involvement. |
| *Appointed by Council*  |
|  | Peter ErskineDr John Wilkins*Vacancy*  |
| *Appointed by Senate*  |
|  | Dr Andrew Bicknell | 31.07.2027 |
|  | Dr Stuart Black | 31.07.2025 |
|  | Professor David Brauner | 31.07.2027 |
|  | Professor Becky Green  | 31.07.2027 |
|  | Dr Eugene McSorley  | 31.07.2027 |
|  | Professor Helen Osborn  | 31.07.2027 |
|  | Sue Wallace  | 31.07.2026 |
|  | Rav Savania | 31.07.2027 |
|  | Professor Libby Schweber | 31.07.2025 |
|  | Professor Simon Sherratt | 31.07.2027 |
|  | Dr Calvin Smith | 31.07.2025 |
|  | The Students’ Union (RSU) Full-time Student Officers |  |
|  |
| *Secretary:* | The University Secretary (for whom Rachel Willis and Melissa Willcox act) |
|  |
| *Terms of Reference:*  |
|  | The Student Appeals Committee “the Committee” has the power and duty to consider appeals against penalties imposed by: 1. The Student Disciplinary Committee;
2. The Standing Committee on Academic Misconduct;
3. The Standing Committee on Academic Engagement and Fitness to Study;
4. The Standing Committee on Fitness to Practise;
5. The Procedure for appeals against termination of registration resulting from non-submission of a thesis by the Maximum Registration Date.
 |

# Standing Committee on Academic Engagement and Fitness to Study

The Committee will delegate to a panel its powers and responsibilities for considering cases of academic engagement and fitness to study. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RSU, which shall normally be the Education Officer, a Associate Pro-Vice Chancellor (Education and Student Experience) and one School Director of Teaching and Learning or a School Director of Academic Tutoring from another School.

|  |
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| *Ex Officio* |
|  | The Pro-Vice-Chancellor (Education and Student Experience) *(Chair)*Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result. |
|  | The Associate Pro-Vice Chancellors (Education and Student Experience) |
|  | The School Directors of Teaching and Learning |
|  | The School Directors of Academic Tutoring  |
|  | The Student’s Union (RSU) Full-time Student Officers |
|  |
| *Secretary*  | Rachel Willis (appointed by the University Secretary) |
|  |
| *Terms of Reference:*  |
|  | 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 RSU, which shall normally be the Education Officer, and two School Directors of Teaching and Learning. The School Director of Teaching and Learning who is responsible for the module in which the student allegedly committed academic misconduct, or the student’s programme, shall not be a panel member.

|  |
| --- |
| *Ex Officio* |
|  | Associate Pro-Vice Chancellor (Education and Student Experience) (Professor Louise Hague ) *(Chair)*Alternate: A Associate Pro-Vice Chancellor (Education and Student Experience) or senior academic with experience of academic misconduct processes.*A Associate Pro-Vice Chancellor (Education and Student Experience) 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.* | 31.07.2027 |
|  | The School and Department Directors of Teaching and Learning |
|  | The Students’ Union (RSU) Full-time Student Officers  |
|  |
| *Secretary* | Rachel Willis (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| The Committee is responsible for: |
|  | 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. |
|  | Considering appeals of penalties imposed by the School Directors of Teaching and Learning for academic misconduct. The Committee shall only consider an appeal if the student submits a statement of appeal within seven calendared days from being informed of the penalty that has been imposed by the School Director of Teaching and Learning. |

# Standing Committee on Examination Results

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

|  |
| --- |
| *Ex officio* |
|  | Any Pro-Vice-Chancellor *(Chair)*Alternative: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.  |
| *Committee members* |
|  | The Students’ Union (RSU) Full-time Student Officers |
|  | Dr Andrew Bicknell | 31.07.2026 |
|  | Dr Stuart Black  | 31.07.2027 |
|  | Professor David Brauner | 31.07.2026 |
|  | Dr Mike Fry  | 31.07.2026 |
|  | Professor Richard Harris | 31.07.2027 |
|  | Dr Paul Jenkins  | 31.07.2027 |
|  | Dr Marissa Joseph | 31.07.2027 |
|  | Dr Tim Lees | 31.07.2026 |
|  | Dr Eugene McSorley | 31.07.2026 |
|  | Professor Amanda Millmore | 31.07.2027 |
|  | Professor David Oderberg | 31.07.2026 |
|  | Professor Helen Osborn | 31.07.2026 |
|  | Dr Karen Poulter  | 31.07.2026 |
|  | Dr Caroline Rymer | 31.07.2027 |
|  | Professor Jane Setter  | 31.07.2027 |
|  | Sharon Sinclair-Graham  | 31.07.2027 |
|  | Dr Calvin Smith | 31.07.2027 |
|  | Daniela Standen  | 31.07.2027 |
|  | Professor Charles Sutcliffe | 31.07.2026 |
|  |  |
| *Secretary* | Rachel Willis (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | To consider appeals by students against examination results, and to report to the Senate. |

# Standing Committee on Fitness to Practise

The 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 RSU, which shall normally be the Welfare, a Associate Pro-Vice Chancellor (Education and Student Experience) 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.

|  |
| --- |
| *Ex Officio* |
|  | Professor Parveen Yaqoob, Pro Vice Chancellor (Research and Innovation) *(Chair)*Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result. |
|  | The Associate Pro-Vice Chancellors (Education and Student Experience).  |
|  | 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 (RSU) Full-time Student Officers  |
|  |
| *Secretary*  | Melissa Willcox (appointed by the University Secretary) |
|  |
| *Terms of Reference:*  |
|  | 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 Level 2 Misconduct as well as appeals for cases of Level 1 Misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RSU, which shall normally be the Welfare Officer and two members of academic staff, which shall normally be one School Director of Teaching and Learning and one School Director of Academic Tutoring.

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| *Ex Officio* |
|  | Mr Rav Savania School Director of Teaching and Learning, School of Chemistry, Food & Pharmacy *(Chair)*Alternate: Any Associate Pro-Vice Chancellor (Education and Student Experience) who has not had any previous involvement in determining the result (or another nominee appointed by the University Secretary. | 31.07.2025 |
|  | The Students’ Union (RSU) Full-time Student Officers |
|  | Any member of Academic staff (ordinarily a School Director of Teaching and Learning) |
|  | Any member of Academic staff (ordinarily a School Director of Academic Tutoring) |
|  |
| *Secretary*  | Melissa Willcox (appointed by the University Secretary) |
| *Terms of Reference:* |
|  | Cases of Level 2 Misconduct and Level 1 Misconduct appeals may be referred to the Student Disciplinary Committee if it is deemed appropriate by the Student Appeals, Complaints and Discipline team.The Committee will consider the allegation and has the power to impose, revise or remove penalties set out in the Student Disciplinary Procedures. |

# University Standing Committee on Special Cases (USCSC)

The Committee will delegate to a panel its powers and responsibilities for considering exceptional circumstances requests in respect of examinations and eligibility for remedies not within the power of Directors of Academic Tutoring’. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, two School Directors of Academic Tutoring, a member of Student and Applicant Services and the Director of Administration or the Teaching and Learning Officer for the Henley Business School (HBS). The School Directors of Academic Tutoring on the panel will not contribute to the discussion or decision in respect to cases from their own School.

|  |  |
| --- | --- |
|  | *Ex Officio* |
|  | Any Associate Pro-Vice Chancellor (Education and Student Experience) (*Chair*) |
|  | 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)  |
|  |  |
| *Secretary*  | To be appointed by the Director of Student and Applicant Services) |
|  |  |
|  | *Terms of Reference:* |
| 1 | The Committee shall, in accordance with its procedures, consider exceptional circumstances requests submitted by students which have been appropriately submitted via an Exceptional Circumstances Form (ECF) and within the relevant timescales. The Committee will also receive the recommendation of the relevant School Director of Academic Tutoring.  |
| 2 | The procedures relating to exceptional circumstances assign principal responsibility for decision-making to: a). Directors of Academic Tutoring for decisions in respect of coursework (subject to limits), in-class tests (subject to limits) and absence from classes where participation contributes to assessment. The Director of Academic Tutoring may appoint a deputy in case of absence; b). the University Standing Committee on Special Cases (USCSC) for decisions in respect of examinations and eligibility for remedies not within the power of Directors of Academic Tutoring.’ |

# Exceptional Circumstances Appeal Board

The Committee will delegate to a panel its powers and responsibilities for considering appeals against the decisions made by either School Directors of Academic Tutoring or the USCSC with regards to student exceptional circumstances requests. The panel shall be drawn from the membership of the Committee and shall comprise one Associate Pro-Vice Chancellor (Education and Student Experience), a School or Department Director of Academic Tutoring and a Student Officer from RSU. The panel shall not include any member who has had any previous involvement in an exceptional circumstances case to be heard by the panel.

|  |  |
| --- | --- |
|  | *Ex Officio* |
|  | Any Associate Pro-Vice Chancellor (Education and Student Experience) *(Chair)* |
|  | A School or Department Director of Academic Tutoring |
|  | The Students’ Union (RSU) Full-time Student Officers |
|  |  |
| *Secretary*  | Rachel Willis (appointed by the University Secretary) |
|  |  |
|  | *Terms of Reference:*The Appeal Board shall, in accordance with its procedures, consider the appeals against exceptional circumstances requests submitted by students who are dissatisfied with the outcome of their ECF. The Committee will also receive the response of the relevant decision maker (School Director of Academic Tutoring or the Chair of USCSC) to the appeal |

# **Ethics Committees**

# Animal Welfare and Ethical Review Body

|  |
| --- |
| *Membership*  |
|  | Establishment Licence Holder *(Chair)* |  |
|  | Independent External Lay Member |  |
|  | NACWO (Small Animals)  |  |
|  | Independent External Lay Member |  |
|  | Head of School, Biological Sciences (or nominee) |  |
|  | Director of Research and Innovation |  |
|  | NACWO (Large Animals) |  |
|  | NACWO (Large Animals)  |  |
|  | NVS (Small Animals) |  |
|  | Head of the School of Agriculture, Policy and Development (or nominee) |  |
|  | Head of Quality Assurance in Research |  |
|  | NACWO (Small Animals) |  |
|  | NVS (Large Animals)  |  |
|  | PPL |  |
|  | PPL |  |
|  | Head of the School of Psychology and Clinical Language Sciences (or nominee) |  |
|  | Head of the School of Chemistry, Food and Pharmacy (or nominee) |  |
| *In attendance* |
|  | Press Officer |   |
|  |
| *Secretary:*  | Head of Governance |

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# Fundraising Ethics Committee

|  |
| --- |
| *A member of the University Executive Board and Chair* |
|  | The Pro Vice Chancellor (Academic Planning and Resource ) | Professor Dominik Zaum |
| *A lay member of the Council* |
|  |  | Sally Plank  | 31.07.2026 |
| *An Ethics Specialist* |
|  | Associate Professor (Henley Business School) | Professor Kleio Akrivou |
| *An Associate Pro-Vice Chancellor* |
|  | *Research (Prosperity and Resilience )* | Professor Adrian Bell |
| *Two Heads of School* |
|  | Head of the School of Agriculture, Policy and Development | Professor Simon Mortimer |
|  | Head of the School of Humanities  | Professor Gail Marshall |
| *In attendance* |
|  | Director of External Relations | Fi Blair  |
|  | Director of Development and Alumni, Henley Business School | Jean-Pierre. Choulet  |
|  | External Communications and PR Manager+ | Pete Castle |
|  | Director of Research Services  | Dr Anne-Marie Van Dodweerd |
|  |
| *Secretary:* | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 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) (ii) | To consider any strategic, financial, legal, ethical and reputational issues associated with the gift or proposed gift;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. |

# University Research Ethics Committee

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| --- |
| *Eight members appointed by the Senate* |
|  | Professor Julie Lovegrove (*Joint Chair)* | 31.07.2027 |
|  | Dr Anastasia Christakou | 31.07.2027 |
|  | Vacancy  |   |
|  | Dr Eugene McSorley  | 31.07.2027 |
|  | Ilan Dwek  | 31.07.2025 |
|  | Professor Keiichi Nakata | 31.07.2026 |
|  | Professor Sarah von Billerbeck  | 31.07.2026 |
| *Appointed by Council*  |
|  | Dr Geoff Botting (*Joint Chair*) | 31.07.2025 |
|  | Professor Sarah Brewer  | 31.07.2026 |
| *Other members appointed by the University Research Ethics Committee* |
|  | Dr Abbe Davey  |  |
|  | Dr Tim Lincoln  | 31.07.2025 |
|  | Professor Avril Maddrell | 31.07.2025 |
| *A representative of the Students’ Union* |
|  | The Education Officer of the Students’ Union (RSU) |  |
|  |
| *Secretary* | Dr Abbe Davy (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To assess the ethical propriety of all research including human subjects, human samples (however obtained) or human personal data to be undertaken in the University, or under the auspices of the University, however funded. |
| 2. | To have discretion on behalf of the University and in light of ethical considerations to require such modifications as it may think fit and, if necessary not to allow the research to proceed. |
| 3. | To offer advice to Heads of School and investigators on the ethical implications of proposed research and to encourage high standards of ethical behaviour in research on human beings in the University. |
| 4. | To monitor at its discretion the progress of research projects submitted to it by means of a reports or in other ways and, if necessary, to suspend or terminate such research on ethical grounds. |
|  |
| Reports to the Senate. |

# **Campus Facilities Committees**

# Hospitality and Accommodation Committee

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| --- |
| *Ex officio* |
|  | Pro Vice Chancellor (Education and Student Experience) *(Chair)* | Professor Peter Miskell |
|  | A Associate Pro-Vice Chancellor (Education and Student Experience) | Professor Clare Furneaux |  |
|  | Director of Estates or nominee | David Wallace  |  |
|  | Director of Student Services  | Dr Paddy Woodman |  |
|  | Residential Support and Discipline Manager | Sue Wallace  |  |
|  | The Welfare Officer of the Students’ Union (RSU)Alt: Education Officer of the Students’ Union (RSU) |   |  |
|  | Head of Admissions | Kathryn Whittington  |  |
| *Three members of the Academic Staff*  |
|  |  | Professor Lucy Newton | 31.07.2027 |
|  |  | Dr Daniel Lamport  | 31.07.2027 |
|  |  | Professor Simon Mortimer | 31.12.2027 |
| *In attendance* |
|  | Interim Director of Student Experience and Education | Alexandra Slater |
|  | Director of Campus Commerce | Martin Batt  |
|  | Accommodation Contract Management Office General Manager  | Andrew Mathias |
|  | Director of Dining Services  | Matthew Tebbit |
|  | Head of Hotel Services (Greenlands)  | Dereck St Clair |
|  | Head of Business Services | David Storrar  |
|  | Head of Conference and Events  | Fiona Evans  |
|  | Finance Business Partner  | Rachel Savin  |
|  | Internal Communications (Student Engagement) Manager or the Staff Engagement Manager or Community Relations Officer | Rachel McQuilliam or Pete Bryant or Molli Cleaver |
|  |
| *Secretary* | Rachel Goodwin, Executive Administration Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| Halls Accommodation  |
| 1 | To decide on the annual instructions to UPP in relation to1. accommodation provision and
2. if the undergraduate guarantee of accommodation is to be modified;

The operation of the contract for the forthcoming year including confirmation of the Lease Service Charge for retained services provided by the University  |
| 2 | To discuss and decide on the annual over-subscription strategy; |
| 3 | To discuss future halls development (both new build and specific refurbishments) and make recommendations to the University Execution Board; |
| 4 | To be advised on the agreed rent setting process for the following academic year |
| 5 | To receive proposals and advise on any programmes or courses that have specific accommodation needs |
| 6 | To consider Student Accommodation related issues and complaints; |
| Catering and Venue Reading  |
| 7 | To approve and have oversight of the standards and pricing structure for service delivery of the University’s Catering and Venue Reading & hotelling operations |
| General  |
| 8 | To receive financial reports at each meeting for:1. Halls Accommodation,
2. Catering
3. Venue Reading
4. Greenlands Hotel Services

and review the financial performance against budget forecast, reporting to UEB by exception. |
| 9. | To receive the outcome of the 1. Halls Student Satisfaction Surveys
2. Customer Surveys relating to Catering, Hoteling services and Venue Reading
3. Other related audits

and consider such follow up actions as may be required ; |
| 10. | To oversee the monitoring of the key risks that relate to1. Halls Accommodation,
2. Catering
3. Venue Reading
4. Greenlands Hotel Services
 |
| 11. | To advise/recommend to UEB,1. Any alterations to policy
2. Strategic issues that may arise

relating to the provision of 1. Halls Accommodation,
2. Catering
3. Venue Reading
4. Greenlands Hotel Services
 |
| 12 | To bi-annually report to UEB on student accommodation demand and how it is managed |
| 13 | Membership of the Committee should where possible, include representation from each of the University’s UK campuses |

# Estates Committee

|  |  |  |  |
| --- | --- | --- | --- |
| *Chair* | The Chief Strategy Officer and University Secretary  | Dr Richard Messer |  |
|  | Dean of the Henley Business School | Professor Elena Beleska-Spasova  |  |
| *Three Heads of School including at least one based at London Road* |  |  |
|  | School of Biological Sciences | Professor Phil Dash  |  |
|  | School of Humanities | Professor Gail Marshall |   |
|  | School of the Built Environment (*London Road*) | Dr Tim Lees |  |
| *Two Heads of Function*  |
|  | Director of Campus Commerce  | Martin Batt |  |
|  | University Librarian  | Sue Egleton  |  |
|  |
|  | The Chair of the Committee for Infrastructure for Learning and Teachings | Professor Katja Strohfeldt |  |
|  | The Chair of Committee for Research Infrastructure  | Professor Carol Wagstaff |  |
|  | Director of Estates  | Andrew Casselden  |  |
|  | Director of Finance or nominee | Marie Misselbrook  |  |
|  | Chief Digital and Information Officer or nominee | Stuart Brown |  |
|  | Director of Student Services or nominee  | Elizabeth Evans (until 6.10.2024) |  |
| *One representative from the Students’ Union* |  |  |
|  | President of the Students’ Union *(alt*) The Environment and Ethics Part time Officer of the Students Union |  |  |
| *Right of attendance* |  |  |
|  | Chair of Environmental Sustainability Committee  | Professor Robert Van de Noort  |  |
|  | Campus Planning Director | David Wallace |  |
|  | Health and Safety Services Director  | Jenny Mcgrother |  |
|  | Campus Operations Director | Emilia McDonald |  |
|  | Land Management Director  | Nigel Frankland |  |
|  | Campus Development Director | Nigel Wingfield  |  |
|  | Energy and Sustainability Director  | Dan Fernbank |  |
|  | Finance Business Partner  | Hamid Quadri  |  |
|  | Director of External Relations or nominee | Pete Bryant  |  |
|  |
| *Secretary* | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *Other members of the University may be invited to attend as appropriate.* |
| *Terms of Reference:* |
| 1. | To:1. Make recommendations to University Executive Board,
2. Develop policy and monitor its implementation, and
3. Oversee actions

All with regard to |
|  | a. | the use of the core business property in the Estate in the UK.  |
|  | b. | the maintenance of the core business Estates; |
|  | c. | the provision of services by the Estates function.  |
| 2. | Estates Strategy To monitor • the development of the Estates Strategy for recommendation to UEB• the implementation of the Estates Strategy for the University, including the resulting projects and progress against delivery of outcomes . |
| 3. | Risk Management and Business Continuity • To oversee the monitoring of key risks that relate to the Estate.• To receive reports regarding statutory compliance by exception • To oversee the monitoring of business continuity risks that relate to the Estate. |
| 4. | Space Management• To manage space generally and allocate space to academic and other departments in the University; to keep this allocation under at least annual review. • To monitor the intensity of use of space generally and to keep this under at least annual review; to undertake a programme of space tours throughout the academic year |
| 5. | Finance• To monitor the overall revenue spend and receive regular reports from the Estates Finance Business Partner. |
| 6. | Planned Maintenance* To oversee and approve the Annual Planned Maintenance Programme
 |
| 7. | Environmental Sustainability • To monitor the effectiveness of the Environmental and Energy Management Systems, oversee compliance with environmental legislation, report relevant incidents and near misses, and ensure that University procedures meet best practice.• To receive reports from the Environmental Management Review Group in accordance with ISO14001• To oversee and approve the Annual Sustainability Projects Programme. |
| 8. | To provide liaison as appropriate and necessary with other groups concerned with matters relating to the University’s Estates |
| 9. | To submit annual benchmarking information in the form the Estate Management Return and including progress on KPIs |
| 10. | To make regular reports to the University Executive Board regarding the Capital Programme and otherwise by exception when necessary |
| In all matters the Committee must ensure the appropriate financial control of the budgets under its remit is exercised and operate within the principles laid out in the current Estates Strategy.  |
| Receives reports from:Committee for Infrastructure in Learning and Teaching (CILT)Environmental Management Review Group (EMRG)Committee for Research Infrastructure (CRI) |

# Environmental Sustainability Committee

|  |  |  |
| --- | --- | --- |
| *Ex Officio* |  |  |
| *Chair* | The Vice -Chancellor | Professor Robert Van de Noort  |  |
|  | Energy and Sustainability Director  | Dan Fernbank |  |
| *Workstream Leads*  |
|  | Waste and Resource Use | Paul Taylor |  |
|  | Education for Sustainable Development | Dr Stuart Black  |  |
|  | Campus Biodiversity | Dr Chris Foster/Dylan Parkes  |  |
|  | Civic and Community engagement | Dr Eugene Mohareb/Dylan Parkes  |   |
|  | Catering, Farms and Commerce Sustainability | Matt Tebbit  |  |
|  | Net Zero Carbon  | Dan Fernbank |  |
| *Two Representatives from Estates (Must include Grounds)*  |  |
|  | Campus Operations Director | Emilia McDonald  |  |
|  | Land Management Director  | Nigel Frankland |  |
|  |
|  | Farm Manager  | James Lamburn  |  |
|  | Director of Finance or nominee | Simon Mealor |  |
|  | Director of Procurement or nominee  | Erin Cooper  |  |
|  | Head of Strategic Engagement (Climate & Environmental Sustainability) | Dylan Parkes  |  |
| *Two representatives from the Students’ Union* |  |  |
|  |

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| President of the Students’ Union The Environment and Ethics Part timeOfficer of the Students Union  |

 |  |  |
|  | Director of External Relations or nominee  | Vicky Pearson  |  |
| *Colleague representatives*  |  |  |
|  |  | *Vacancy* |  |
|  |  | Professor Andrew Charlton-Perez |  |
|  |  | Rory Williams-Burrell |  |
|  | Representative of the Vice Chancellor’s Office | Ann Morgan |  |
|  |
| *Secretary* | Katie Smith, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *The Committee will invite other colleagues to attend when relevant to the agenda. It will also establish a number of ask and finish groups to help deliver a range of projects which will be led by Members of the Committee. Other members of the University may be invited to attend as appropriate.* |
| *Terms of Reference:* |
| 1. | To oversee the creation and delivery of a new Environmental Strategy for the University, setting out the scope and ambition for delivering environmental sustainability at the University |
| 2 | To monitor the University’s environmental performance through:* proposing and monitoring progress against key sustainability targets covering carbon, energy, waste and travel
* comparison against appropriate internal and external performance metrics, including the People & Planet Green League and the UN Sustainable Development Goals (SDGs)
 |
| 3  | Carbon/energy reduction* To oversee the creation and delivery of a net zero carbon plan, including an approach to insetting and offsetting
* To oversee continued primary energy reductions in line with the Energy Management System
 |
| 4 | Waste management* To oversee the production and delivery of a current Waste Strategy for the University
* To consider the environmental impacts of materials use at the University and consider opportunities to reduce overall usage as well as switching to lower impact materials/solutions
* To consider the environmental impacts of waste disposal, and the most appropriate methods to dispose of different waste streams
 |
| 5 | Sustainable travel* To oversee the production and delivery of a current Travel Plan for the University
* To oversee initiatives to encourage lower impact forms of travel for all travel to/from the University
* To monitor and report on the implementation of the Travel Plan
* To oversee and approve expenditure against the Travel Plan Fund, which would remain ring-fenced to deal with travel plan issues.
 |
| 6 | Biodiversity* To oversee the production and delivery of a Biodiversity Plan for the University
* To monitor initiatives to promote biodiversity on the University’s estate
 |
| 7 | Education for sustainable development* To instigate the creation and delivery of an Education for Sustainable Development programme for the University
* To monitor the effectiveness of this programme
 |
| 8 | Visibility/Communication/Promotion* To encourage and support environmentally sustainable choices to be made by University students and staff
* To support initiatives to promote the environmental teaching and research credentials of the University
* To promote environmental initiatives within the University
* To promote the environmental performance of the University
 |
| 9 | To make at least annual reports on these matters to the University Executive Board |
|  | Reports to:University Executive Board |
|  | Receives reports from:-Environmental Management Review Group (EMRG) |

**Museums and Collections Committees**

# Collections Governance Committee

|  |
| --- |
| *Ex officio* |
|  | A member of the Collection Strategy Committee *(Chair)* University Secretary and Chief Strategy Officer  | Dr Richard Messer |
|  | Director of the University Museums and Special Collections Service | Kate Arnold-Forster |
|  | Associate Director, UMASCS | Guy Baxter |
|  | Associate Director, UMASCS | Isabel Hughes |
|  | Associate Pro-Vice Chancellor (Research)  | Professor John Gibbs |
|  | Director of Research and Innovation  | Dr Karen Henderson  |
|  | Head of School (Humanities or Arts Communication and Design  | Professor Gail Marshall/Professor Trish Reid  |
|  | *Others to be invited according to agenda requirements* |  |
|  |
| *Secretary* | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | The Collections Governance Committee (CGC) will be chaired by the University Secretary and Chief Strategy Officer . |
|  | The purpose of the Committee is to manage governance issues relating to the Collections. |
|  | To be responsible, on behalf of 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  |
|  | 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. |
|  | To make decisions in relation to proposed acquisitions and disposals of a routine nature, in accordance with Collections Development policies, and taking into account relevant expert advice. For non-routine acquisitions, to seek the opinion of UCRI regarding the strength of the Academic Case before making a final decision |
|  | To be responsible for reviewing and monitoring outgoing loans as appropriate, in accordance with University policies, including taking into account professional and expert advice. |
|  | To have responsibility for reviewing performance and policy and for setting and monitoring standards of University museums and special collections in Schools and departments |
|  | The Committee will report to the UCRI , and by exception to UEB if higher level approval is needed for governance decisions. |

# Museum of English Rural Life: Committee for the

|  |  |
| --- | --- |
|  | The normal period of tenure is three years. |
| *Chair* |
|  | The Chief Strategy Officer and University Secretary | Dr Richard Messer  |
| *Ex officio* |
|  | Director of University Museums and Special Collections Service (UMASCS)/Director of MERL  | Kate Arnold-Forster |
|  | Associate Director, UMASCS, Head of Curatorial and Public Engagement, Museum of English Rural Life | Isabel Hughes |
|  |

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| Director of External Relations or nominee  |

 | Fi Blair   |
| *Two members appointed by the Senate* |
|  | Professor Hilary Geoghegan | School of Archaeology Geography and Environmental Sciences  | 31.07.2027 |
|  | Dr Paddy Bullard  | School of Humanities  | 31.07.2027 |
| *Ad Personam* |
|  | Penny Egan  |  | 31.12.2024  |
|  | Simon Carter |  | 31.07.2027  |
| *By Invitation* |
|  | Dr Atenchong Talleh-Nkobou  | Royal Agricultural University  | 31.11.2026 |
|  |
| *Secretary* | Preeti Trichur, Executive Administration Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To advise on promotion and funding development opportunities and future overall strategy for the Museum  |
| 2. | To support and advise on the development of external partnerships and strategic initiatives, particularly in relation to the Museum’s unique and historic role as a source of knowledge, research and expertise in the heritage of English rural life: |
| 3. | To advise on the direction of collections’ development for the Museum’s object, archive and library collections. |
| 4. | To advise on the promotion of the Museum’s best practice and the national and international role of the Museum |
| 5. | To report to the UEB annually or by exception  |

# **Finance and Planning**

# The Planning and Change Board

|  |  |  |
| --- | --- | --- |
| *Chair* | The Pro-Vice-Chancellor (Academic Planning & Resource) The Chief Strategy Officer and University Secretary | Professor Dominik ZaumDr. Richard Messer  |
|  | The Deputy Vice Chancellor (Pro Vice Chancellor Research and Innovation) | Professor Parveen Yaqoob |
|  | The Pro-Vice-Chancellors | Professor Peter Miskell  |
| Professor Elizabeth McCrum  |
|  | Dr Caroline Baylon |
|  | The Director of Finance  | Andrew Grice |
|  | The Director of Estates  | Andrew Casselden |
|  | The Director of HR  | Claire Rolstone |
|  | The Co-Directors of Planning and Strategy | Dr. Caroline Charles Helen Williams  |
| *In attendance* |
|  | Deputy Director of Finance | Marie Misselbrook  |
|  | President of the Students’ Union  |  |
|  |
| *Secretary* | Dr Cassie Moran, (Planning Manager) |
|  |
| *Terms of Reference:* |
|  | To oversee the operation of the University’s Sustainable Planning System to ensure that the University delivers its financial targets; |
|  | 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; |
|  | To approve on behalf of UEB student number targets by School that, if met, will deliver the University’s financial targets; |
|  | 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; |
|  | To ensure that the implications for the estate of decisions made through the SPS process are understood and directed to relevant stakeholders; |
|  | ***The following ToR pertain to change governance and responsibility is delegated to the Change Improvement Group:*** |
| 6 | To ensure alignment between planning and change governance, and develop tools and mechanisms to help assess the manageability of the whole change portfolio, and advise UEB accordingly |
| 7. | To monitor the effectiveness of the training and support provided to colleagues in leading change and in dealing with change, and to ensure that improvements are made in such training as required; |
| 8. | To decide, where it considers that the change capacity is not manageable, how that might be resolved, and discuss the matter with the Chair of the Committee which approved the business case and the originator of the proposal, and if necessary refer the matter to the Planning and Change Board, or directly to UEB; |
| 9. | To ensure that a proportionate and effective change governance process is in place, with clarity as to where decision making takes place, and to review that process from time to time; |
| 10. | To consider outline business cases for all appropriate change initiatives, namely for assurance that the proper process has been followed in regard to consideration of change impact and of resource, and to assess the impact of the proposals on the overall change capacity of the University; |
| 11. | To oversee processes to improve decision-making for major projects and to ensure that, for these, full Business Cases are prepared and fully considered, and that Benefits Realisation is regularly monitored both throughout decision stages and at the end of the project; |
| 12. | To make visible to the University community the overall change portfolio and the indicative status of initiatives in that portfolio; |
| 13. | To work with UEB as it produces a list of projects to deliver the University Strategy so as to avoid duplication or misleading communications; |
| 14. | To review selected completed projects, and to disseminate learning and embed it in its future work; |
|  | ***The following ToR pertain to fees, scholarship and bursaries and responsibility is delegated to the Fees Subgroup*** |
| 15. | 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; |
| 16. | To recommend to the University Executive Board any fee rates and policies not considered as routine; |
| 17. | To approve discounts, and to oversee and monitor scholarship and bursary schemes (including those linked to the Access Agreement).  |

# The Change Improvement Group

|  |  |  |
| --- | --- | --- |
| *Chair* | Chief Strategy Officer and University Secretary  | Dr. Richard Messer |
|  | Co-Director of Planning and Strategy Office  | Helen Williams |
|  | Director of Estates  | Andrew Casselden |
|  | Deputy Director of Finance | Marie Misselbrook  |
|  | Chief Digital and Information Officer | Stuart Brown |
|  | Director of Procurement  | Lisa Jeffries  |
|  | Director of Human Resources | Claire Rolstone |
| *In attendance* |
|  | Change and Continuous Improvement Manager | Usha Kowlessur |
|  |
| *Secretary* | Yara El Gowhary, Change and Continuous Improvement Officer |
|  |
| *Terms of Reference:* |
|  | To ensure alignment between planning and change governance and develop tools and mechanisms to help assess the manageability of the whole change portfolio, and to advise UEB accordingly |
|  | To monitor the effectiveness of the training and support provided to colleagues in leading change and in dealing with change, and to ensure that improvements are made in such training as required |
|  | To decide, where it considers that the change capacity is not manageable, how that might be resolved, and discuss the matter with the Chair of the Committee which approved the business case and the originator of the proposal, and if necessary refer the matter to the Planning and Change Board, or directly to UEB |
|  | To ensure that a proportionate and effective change governance process is in place, with clarity as to where decision making takes place, and to review that process from time to time |
|  | To consider outline business cases for all appropriate change initiatives, namely for assurance that the proper process has been followed in regard to consideration of change impact and of resource, and to assess the impact of the proposals on the overall change capacity of the University |
|  | To oversee processes to improve decision-making for major projects and to ensure that, for these, full Business Cases are prepared and fully considered, and that Benefits Realisation is regularly monitored both throughout decision stages and at the end of the project |
|  | To make visible to the University community the overall change portfolio and the indicative status of initiatives in that portfolio |
|  | To work with UEB as it produces a list of projects to deliver the University Strategy so as to avoid duplication or misleading communications; |
|  | To review selected completed projects, and to disseminate learning and embed it in its future work |
|  | To report to the Planning and Change and Board or, by exception, directly to UEB. |

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# The Fees Sub Group

|  |  |  |
| --- | --- | --- |
| *Chair* | The Pro-Vice-Chancellor (Academic Planning and Resource) | Professor Dominik Zaum |
|  | The Pro-Vice-Chancellor (Education and Student Experience) | Professor Peter Miskell  |
|  | The Pro- Vice Chancellor (International)  | Dr Caroline Baylon |
| *In attendance* |
|  | Chief Legal Officer and Director of University Corporate Services | Julie Rowe |
|  | Head of Finance Planning and Strategy  | Marie Misselbrook  |
|  | Director of Global Recruitment and Admissions | James Ackroyd  |
|  | Interim Head of Global Partnerships  | Ashley Burke |
|  | President of the Students’ Union  |  |
|  |
| *Secretary* | Matt Daley, Head of Student Financial Support and Customer Service  |
|  |
| *Terms of Reference:* |
|  | 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; |
|  | 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; |
|  | To recommend to the University Executive Board any fee rates and policies not considered as routine in line with an agreed annual timetable; |
|  | 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; |
|  | 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

|  |  |  |
| --- | --- | --- |
|  | Director of Finance *(Chair)* | Andrew Grice  |
|  | Director of Procurement | Lisa Jeffries |
|  | Procurement Business Manager | Erin Cooper |
| *School Representatives:* |  |
|  | School of Biological Sciences  | Professor Phil Dash  |
|  | Henley Business School  |   |
| *Function Representatives*: |  |
|  | University Corporate Services  | Julie Rowe |
|  | DTS | Stuart Brown  |
|  | Research Services | Dr Anne-Marie Van Dodeweerd |
|  | Procurement  | Aleksandra BorkowskaClaire Milham |
|  | Estates  | Andrew Casselden |
|  | Finance  | Emma Ashley  |
|  |
| *By Invitation* |
|  | Procurement Members or Business Owners  |  |
|  |
| *Secretary:* | Abbie Smith, Executive Support Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:*  |
| 1 | To ensure that all procurement related activity both non pay spend and income generating is prioritised in line with the University’s strategy  |
| 2 | To increase the effectiveness of all procurement activity and provide a greater focus on the economy, efficiency and effectiveness and realisation of benefits for the University |
| 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:* 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: * 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:* Audits
* External Procurement Assessments
* Fair Trade
 |
|  | The Procurement Board will report to Finance and Planning Committee (by exception) |

# Costing and Pricing Steering Group

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| *Ex officio* |
| Pro Vice-Chancellor (Academic Planning and Resource) *(Chair)* | Professor Dominik Zaum |
| Pro Vice Chancellor (Research and Innovation)  | Professor Parveen Yaqoob |
| The Director of Finance | Andrew Grice |
| Head of Research Services  | Dr Anne-Marie Van Dodeweerd  |
|  |
| *Secretary* | TBC (appointed by the University Secretary) |
|  |

# Risk Management Group

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| *Ex officio* |
|  | Pro-Vice-Chancellor (Academic Planning and Resource) *(Chair)*  | Professor Dominik Zaum |
|  | Pro-Vice-Chancellor (Education and Student Experience)  | Professor Peter Miskell |
|  | Director of Finance  | Andrew Grice  |
|  | Director of Estates  | Andrew Casselden  |
|  | Chief Digital and Information Officer | Stuart Brown |
|  | Director of Student Experience and Education | Alexandra Slater |
|  | Chief Legal Officer and Director of University Corporate Services | Julie Rowe |
|  | Director of HR  | Claire Rolstone  |
|  | Risk Management and Business Continuity Officer | Brett Dyson  |
|  | Director of Internal Audit Services | David O’Connor  |
|  | A Head of School  | Professor Phil Dash  | 31-07-2027 |
|  | Director of Operations and Strategic Projects (HBS)  | Jean-Pierre Choulet  |
|  |
| *Secretary* | Katie Smith Senior Governance Officer, (appointed by the University Secretary) |
|  |
| *Terms of Reference* |
| *Purpose* |
| The Committee acts as the focal point for risk management activities within the University, with responsibility for supporting the University to review, monitor and implement Risk Management, Business Continuity and Major Incident Planning activities.  |
| *Responsibilities* |
| 1 | The role of Risk Management Group is to assist Council (through the Audit Committee) and UEB to oversee the effectiveness of corporate Risk Management arrangements. This includes but is not limited to: |
|  | a) | Preparing the Risk Policy |
|  | b) | Preparing and keeping under review the Risk Appetite Statement and developing and overseeing implementation/adherence with the institutional risk appetite statement; |
|  | c) | Assessing the alignment of risks to strategic priorities; |
|  | d) | Reviewing and making changes to the Corporate Risk Register; |
|  | e) | Receiving updates and assurances on the appropriate management of corporate risks from risk owners |
|  | f) | Receiving, considering and recommending changes to School/Function/Project and Thematic Risk Registers. |
|  | g) | Reviewing the Major Incident Plan and ensuring planning for and operation of major incidents is carried out in accordance with the Plan and institutional risk principles |
|  | h) | Reviewing the Business Continuity Policy and ensuring this is aligned with institutional strategy and institutional risk principles |
|  | i) | Receiving assurances that grade one audit recommendations are implemented in accordance with institutional risk principles |
|  | j) | Receiving assurances that University insurance arrangements align with institutional risk principles and significant institutional risks are appropriately insured where this is possible |
| 2 | The Risk Management Group will meet 3 times per year and where necessary may meet further in the case of additional business. |
| 3 | The quorum for meetings is one third of the membership  |

# **Global and International Operations**

# Internationalisation and Global Engagement Strategy Board

|  |
| --- |
| *Chair* |
|  | Pro Vice Chancellor (International)  | Dr Caroline Baylon |
| *Ex officio* |
|  | Associate Pro-Vice Chancellor (Education and Student Experience) | Professor Clare Furneaux |
|  | Associate Pro-Vice Chancellor (Research and Innovation)  |  |
|  | Associate Pro-Vice Chancellor (International) and Head of the International Study and Language Institute | Elizabeth Allen |
|  | Dean of the Henley Business School | Professor Elena Beleska-Spasova |
| *Two Heads of School*  |
|  |  |  |
|  |  |  |
| *Two School International Directors* |
|  |   |   |
|  |   |   |
|  | Director of Global Engagement | Alexander Boughton |
|  | Director of University Corporate Services or nominee |   |
|  | Director of Finance, or nominee |   |
|  | The President of the Students’ Union or nominee |  |
| *In Attendance*  |
|  | IGE Strategy and Projects Manager |  |
|  | Director of Operations, Henley Business School | Jean Pierre Choulet |
| *Other officers may be invited to attend for discussion of particular items*  |
|  |
| *Secretary* | Caroline Redzikowska, Senior Governance Officer, (appointed by the University Secretary) |
|  |
| PurposeTo monitor the implementation of the University’s Internationalisation and Global Engagement Strategic Framework.To support the Internationalisation and Global Engagement Strategic Framework’s delivery through establishing an integrated, coordinated and proactive approach to internationalisation and global engagement across the institution |
| *Terms of Reference* |
| 1 | To approve and monitor the short-, medium- and longer-term plans supporting the Internationalisation and Global Engagement Strategic Framework. |
| 2 | To approve the annual implementation plan and review progress against the Key Performance Indicators. |
| 3 | To ensure that KPIs and measures outputs are integrated and embedded throughout the University in Schools and Directorates 5-year plans. |
| 4 | To ensure a consistent cascading and escalation structure to enable the University’s aims and objectives as they relate to Internationalisation and Global Engagement to be implemented effectively. |
| 5 | To identify any issues or performance gaps and agree or recommend corrective actions to ensure that the strategy is delivering the desired outcomes. |
| 6 | To be responsible for the monitoring of such risks as may be assigned to it within the University Corporate Risk Register. |
| 7 | To consider whether there are the correct people, resources, structures, systems and culture in place to ensure that the Framework can be successfully implemented and make recommendations for changes as required. |
| 8 | To work with Planning and Change Board to ensure that effective guidance is provided cross-institutionally. |
| 9 | The Board will meet normally six times each academic year, reporting to Senate three times a year and University Executive Board by exception.  |

# **Health, Safety and Wellbeing**

# University Health and Safety Committee

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| --- |
| *Ex officio* |
|  | Pro Vice Chancellor (Research and Innovation) *(Chair)* | Professor Parveen Yaqoob |
|  | Health and Safety Services Director | Jenny Mcgrother |
|  | Director of Research and Innovation  | Dr Karen Henderson  |
|  | One representative from UCU | TBC |
|  | One representative from the Staff Forum | TBC  |
|  | Health and Safety Auditor  | Wendy Manning |
| *Two Heads of School*  |
|  | School of Archaeology, Geography and Environmental Science | Dr Stuart Black | 31.07.2027 |
|  | School of Chemistry, Food and Pharmacy | Professor Richard Frazier | 31.07.2027 |
| *Standing Invitations* |
|  | The Chairs of such Sub-Committees as the Committee may establish |  |
|  | Occupational Health Services Manager  | Dawn Grout |
|  | Director of Estates  | Andrew Casselden  |
|  | The Biological and Scientific Safety Advisor  | Jonathan Ridgeon |
| Others may be required to attend specific meetings to address particular agenda items |
|  |
| *Secretary* | Polly Tudball, Executive and Governance Manager (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To consider Health and Safety risks which require development/improvement in leadership, policy, systems, processes, plans, resources or co-ordination across the University.  |
| 2. | To set strategic priorities for improvement in the management of Health and Safety risk and the Occupational Health & Safety Management System (OHSMS) |
| 3. | 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 |
| 4. | Produce an annual report on health and safety for onward reporting to Council. |
| 5. | Direct the Periodic Review of the OHSMS. |
| 6. | Promote effective two-way communication on health & safety between the UHSC and local H&S committees. |
| 7. | Provide formal consultation with UCU and Staff Forum representatives |
| 8. | The Health & Safety Services Director (HSSD) is delegated to approve Codes of Practice and Safety Notes, subject to publishing the annual review programme and implementing a transparent stakeholder engagement process.Colleagues with concerns about CoPs should resolve with HSS where possible. If not possible, concerns may be submitted to UHSC which will instruct amendment, where necessary |
| 9 | The Committee will meet 3 times a year  |
| 10 | Each meeting of the Committee will be themed, with contributors invited to submit reports, attend and speak at specific meetings. Themes and contributors for the forthcoming year will be agreed at final meeting of each year |

# Sub-Committee for Biological Safety

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| *Ex officio* |
|  |  | Professor Ian. Jones *(Chair)* |
|  | Director, Health and Safety Services  | Jenny Mcgrother |
|  | Scientific Safety Advisor (Biological Safety Officer), Health and Safety Services | Jonathan Ridgeon  |
|  | Director of Research and Innovation or nominee | Dr Karen Henderson /Dr Tania Korin |
| *A lay member of academic Staff*  |
|  |  | Dr Jorge Guira, School of Law  |
| *Specialist Academic Members*  |
|  |  | Professor Ian. Jones |
|  |  | Dr. Craig Hughes  |
|  |  | Dr Graeme Cottrell |
|  |  | Dr Kimon-Andreas Karatzaz |
| *Representatives from relevant Schools - Health and Safety Co-ordinators (HSCo-ords) from Schools* |
|  | School of Biological Sciences | Simon Feist  |
|  | School of Chemistry, Food and Pharmacy | Steve Ablett |
|  | Schools of Agriculture Policy and Development and Psychology and Clinical Language Sciences | Bilge Yerdelen  |
|  | School of Archaeology Geography and Environmental Science  | Robin Hunter |
|  |
| *Secretary* | Lucy McNeil, Health and Safety Services Team Administrator  |
|  |
| Membership: The SCBS should be chaired by a senior academic who is sufficiently and suitably trained and experienced in the use of biological agents and the use of genetic modifications in scientific research. Members should include the Director of H&SS, the Scientific Safety Advisor, (and the Biological Safety Officer, if different from the SSA), a member of University staff from a non-biological discipline, four specialist academic members with knowledge and experience of biological research, and the Health & Safety Co-ordinators from relevant Schools. The Secretary should be the H&SS Team Administrator (unless an alternative Secretary is nominated by the Director of H&SS). Quorum:The SCBS should be considered quorate if the following people are present: the Chair or an alternate he/she has designated, the HSSD or SSA, one additional specialist member and two HSCo-ords.Frequency: The SCBS will meet 3 times a year and submit a summary report to the University Health, Safety and Wellbeing Committee.Purpose: The SCBS monitors and advises on biological research activities, particularly with reference to the Genetically Modified Organism (Contained Use) Regulations 2014 and Control of Substances Hazardous to Health Regulations 2002. The SCBS acts as the GM approval committee of the University. The SCBS also advises the SSA in their function as the Biological Safety Officer and performs the following functions:  |
| *Terms of Reference* |
| 1. | As specified in the University’s Safety Codes of Practice on biological safety and genetically modified organisms (GMO), to review and approve applications to undertake research work involving the use of biological materials, biological agents, or genetic modification, whether in contained use or deliberate release activities. Principal Investigators or a member of their research team will be invited to attend committee meetings to field questions from the committee in relation to risk assessments submitted to the committee for approval. |
| 2 | To advise and require that changes be made to proposed activities where the Committee considers it appropriate and makes it a condition for approval. |
| 3 | To receive, consider, and advise on reports and information provided by Enforcement Agencies or their inspectors. |
| 4 | To consider formal reports submitted by members of the University where appropriate.  |
| 5 | To monitor the fitness for purpose and effectiveness of the University's health and safety management plan and procedures for genetic modification and biological safety.  |
| 6 | To consider and advise on genetic modification and biosafety training and keep them under review.  |
| 7 | To consider reports and statistics relating to incidents, work-related ill health and dangerous occurrences involving either genetically modified organisms or biological agents and materials and recommend remedial action where appropriate.  |
| 8 | To cooperate with University governance i.e. University Research Ethics Committee on projects involving ethical, human tissue act and other such approvals.  |
|   |
| The SCBS has the authority to: |
| 9 | Stop work or require changes to be made to projects or facilities where there may be a breach of health & safety legislation or it is deemed dangerous to people or the environment |

# The Radiation Safety Sub-Committee

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| *Ex- Officio* |
|  | Chair of the Committee  | Professor Emeritus Laurence Harwood  |
|  | Director, Health and Safety Services  | Jenny Mcgrother  |
|  | Scientific Safety Advisor (Radiation Protection Officer & Laser Safety Officer), Health and Safety Services | Jonathan Ridgeon |
|  | Director of Research and Innovation | Dr Karen Henderson |
| *Membership* |
| *The Radiation Protection Supervisors from relevant Schools* |
|  | School of Biological Sciences | Simon Feist |
|  | School of Chemistry, Food and Pharmacy | Steve Ablett |
|  | School of Archaeology, Geography and Environmental Sciences  | Robin Hunter |
|  | Schools of Agriculture, Policy and Development and Psychology and Clinical Language Sciences  | Bilge Yerdelen |
|  | Institute of Education  | Carolyn Fox |
| *Laser Protection Supervisors from relevant Schools* |  |
|  | Biological Sciences  | Dr John Bowen |
|  | School of Chemistry, Food and Pharmacy | Steve Ablett |
|  | Schools of Archaeology, Geography and Environmental Sciences & Mathematical, Physical and Computational Sciences | Robin Hunter |
|  | Schools of Agriculture, Policy and Development and Psychology and Clinical Language Sciences | Bilge Yerdelen |
|  | School of Built Environment | Jude Brindley  |
| *In attendance* |  |
|  | Radiation Protection Advisor/Radiation Waste Advisor (Radman Associates)  | Mr R. Collins (or alternate) |
|  |
| *Secretary* | Lucy McNeil, Health and Safety Services Team Administrator  |
|  |
| Membership:The Sub Committee should be headed by an academic who has shown scholarship in the use of radiation in research. Members should include: the Director of H&SS, the Scientific Safety Advisor, (and the Radiation and Laser Safety Officers, if different from the SSA), the Radiation Protection Supervisors, and the School Laser Supervisors. The Secretary should be the H&SS Team Administrator (unless an alternative Secretary is nominated by the Director of H&SS). Others invited to attend should include the UoR’s appointed Radiation Protection Advisor/Radiation Waste Advisor (Radman Associates may provide appropriately qualified alternate).Quorum: The RSSC should be considered quorate if the following people are present: the Chair or an alternate he/she has designated, the HSSD or SSA, and at least half the total number of people appointed to RPS & SLS roles.Frequency: The RSSC will meet 3 times a year and submit a summary report to the University Health, Safety and Wellbeing Committee.  |
|   |
| *Terms of Reference:* |
| The RSSC monitors and advise on all aspects of the use of sources of radiation on & off campus, particularly with reference to the Ionising Radiation Regulations 2017, Ionising Regulations (Medical Exposure) Regulations 2000, the Control of Artificial Optical Radiation 2010, the Control of Electromagnetic Fields at Work Regulations 2016 and the Environmental Permitting Regulations 2016. The RSSC also advises the SSA in their function as the Radiation Protection Officer and Laser Safety Officer and performs the following functions:  |
| 1. | To scrutnise and approve new research projects involving the use of ionising radiation, where a change in the EA permit is required or the Effective Dose to an individual is expected to exceed 1mSv/ year. Principal Investigators or a member of their research team will be invited to attend committee meetings to field questions from the committee in relation to risk assessments submitted to the committee for approval |
| 2. | To oversee, in conjunction with the SSA and the RPA where appropriate, all activities involving sources of ionising radiation. Such activities include, but are not limited to, the storage and disposal of waste arising from the use of open and sealed sources of radiation, the use of X-rays, and the keeping of records pertaining to such uses. |
| 3. | To oversee and approve the use and management of lasers and other sources of non-ionising radiations including purchase, maintenance, and disposal of equipment, in accordance with the University Code of Practice on lasers. |
| 4. | To recommend additional conditions of use when required to maintain compliance with University’s health and safety management systems, procedures and relevant legal requirements. |
| 5. | To establish and review the training and experience requirements for users of radiation sources and to ensure their activities are safe and in accordance with University radiation safety procedures. |
| 6. | To review radiation safety procedures for effectiveness and recommend revisions as and when necessary. |
| 7. | To receive and review audit reports relating to the use of sources of ionising and hazardous non-ionising radiation to determine if training, authorisations, and procedures are appropriate and effective, and recommend remedial action to correct deficiencies. |
| 8. | To receive and review reports of incidents involving radiation and recommend action to correct deficiencies. |
| 9. | To receive, consider, and advise on reports and information provided by Enforcement Agencies and their inspectors. |
|  |
| The RSSC has the authority to: |
| 10. | Stop work or require changes to be made to projects or facilities where there may be a breach of health & safety or environmental legislation or it is deemed dangerous to people or the environment. |
| 11. | Require changes in experimental protocol to improve safety prior to approving projects or the purchase / maintenance / disposal of radioactive sources. |
| 12 | Require changes in local rules for work involving use of radiation. |

# **Information Systems and Management**

# Cyber & Information Security Group

|  |  |  |
| --- | --- | --- |
| *Chair* | Chief Digital and Information Officer | Stuart Brown  |
|  | Director of Digital Operations and Service Delivery | Henrik Brogger |
|  | Director of Enterprise Architecture and Digital Transformation | Mark Collett |
|  | Head of Student Information Systems | Nat Willmott |
|  | Data Protection Officer | Rebecca Daniells |
|  | Risk Management and Business Continuity Officer | Brett Dyson |
|  | Director of Cyber Security and Digital Assurance | Steve Gough |
|  | Deputy Director of Legal Services | Martha Brookes |
|  | Cyber Security Assurance Specialist | Roland Holcombe |
|  | Cyber Security Manager | Steve Hubbartt |
|  | Financial Systems Manager | William Mason |
|  | Director of Procurement | Lisa Jeffries |
|  | Professor of Cybernetics  | Professor Richard Mitchell |
|  | Director of Internal Audit Services | David O’Connor |
|  | Director of Administration, Henley Business School | David Stannard |
|  | Head of Digital Projects and Change | Vicky Swales |
|  | Director of Research Services | Dr Anne-Marie Van Dodeweerd |
|  |
| *Secretary* | Katie Smith, Senior Governance Officer, (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | To ensure the University’s information security policy framework is effective, fit for purpose and congruent with University’s risk management procedures. |
|  | To develop and review policy and procedures on any information security matter that could put the University or its operations at risk.  |
|  | To discuss and review security issues and recommend appropriate action; |
|  | To promote good practice, awareness and training on information security.  |
|  | C&ISG will report to the Digital Governance Group, Risk Management Group and University Executive Board or the University’s Senior Information Risk Owner on matters concerning information security.  |

# Digital Governance Group

|  |  |
| --- | --- |
| *Ex Officio* |  |
| Chair | Chief Strategy Officer and University Secretary | Dr Richard Messer |
|  | RSU President |  |
|  | Director of External Relations | Fiona Blair (alternate: Vicky Pearson) |
|  | Dean of the Henley Business School | Professor Elena Beleska-Spasova  |
|  | Chief Digital and Information Officer | Stuart Brown |
|  | Director of Estates | Andrew Casselden |
|  | Directors of Planning & Strategy Office | Dr Caroline Charles / Helen Williams |
|  | An Academic Representative | Professor Andrew Charlton-Perez |
|  | Pro-Vice-Chancellor (Academic Planning & Resource) | Professor Dominik Zaum |
|  | Director of Finance | Andrew Grice |
|  | Director of Procurement | Lisa Jeffries |
|  | A Associate Pro-Vice Chancellor (Education and Student Experience) | Professor Katja Strohfeldt |
|  | Head of Digital Projects and Change | Vicky Swales |
|  |  |  |
|  | *Other members as determined by the Chief Digital & Information Officer* |
|  |
| *Secretary* | Katie Smith, Senior Governance Officer (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To oversee and monitor the delivery of the Digital Strategy and its overall budget and to make recommendations and decisions necessary for successful delivery; |
| 2. | To have oversight of all digital product budgets, developments, projects and roadmaps across the Institution to ensure that prioritisation is decided appropriately and all digital products and services are aligned to the core digital values; |
| 3. | To review and agree high-level priorities for all digital products and projects on an annual basis; |
| 4. | To approve new digital project business cases with recommendations where necessary to more senior committees as set out in the Schedule of Delegations; |
| 5. | To overrule local Digital Product Team prioritisation if necessary to ensure compliance with the Digital Core Values; |
| 6. | To effectively own and manage the risk and the performance of the digital portfolio; |
| 7. | To receive quarterly service level performance reports of core digital products and services and document efficiencies made across the digital estate; |
| 8. | For each project it approves, to establish or recommend a Digital Project Committee to UEB which will manage project/programme delivery and risk and report back to DGG; |
| 9. | To make recommendations to the Planning & Change Board about recurrent costs of projects which for its part it has approved; |
| 10. | To report to UEB annually, or by exception where necessary, on all DGG activities; |

# **Equality Committees**

# Access and Participation Committee

|  |
| --- |
| *Ex Officio*  |
|  | Pro-Vice-Chancellor (Education and Student Experience) (*Chair)* | Professor Peter Miskell  |
|  | Director of Global Recruitment and Admissions or nominee | James Ackroyd |
|  | Finance Business Partner  | Sandra Batchelor |
|  | Head of Pharmacy  | Professor Katrina Bicknell  |
|  | Head of Student Financial Support and Customer Service  | Matt Daley  |
|  | Director of Careers and Employability Services  | Anne Delauzun |
|  | Student Outcomes Manager (Awarding Gap) | Mathew Haine |
|  | Director of Student Success & Engagement  | Anne-Marie Henderson |
|  | Institute of Education | Dr Maria Kambouri |
|  | Associate Pro-Vice Chancellor for Diversity and Inclusion | Professor Allan Laville |
|  | School of Politics, Economics and International Relations | Dr David Marshall |
|  | School Director of Academic Tutoring, School of Law  | Amanda Millmore |
|  | Student Voice and Representation Manager, RSU | Jamie Robertson |
|  | School of Built Environment | Professor Martin Sexton |
|  | Head of Global Recruitment (UK and Outreach) | Dr Rachel South |
|  | School of Agriculture Policy and Development | Dr Sokratis Stergiadis |
|  | Associate Pro-Vice Chancellor (Education and Student Experience)  | Professor Katja Strohfeldt  |
|  | International Student & Language Institute | Brian Turner |
|  | Director of Student Services | Dr Paddy Woodman |
|  | Director of Research and Evaluation (Access & Participation)) | Dr Billy Wong |
|  | RSU Inclusion and Communities Officer  |   |
|  | 2 x Reading Students’ Union Part-time Officers |  |
| *Secretary*   | Dr Michael Lyons, Planning and Strategy Data Analyst (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
|  | To develop the University’s strategy for widening participation and access (as outlined in the Access and Participation Plan (APP)), ensuring it is aligned with the University Strategy and will deliver against the Office for Students (OfS) requirements |
|  | To advise on the use of, and to monitor the OfS Targeted Allocations and the results of access-funded activity, both for the purposes of external reporting and to ensure compliance with the terms on which the funding was allocated |
|  | To promote and develop an institution wide awareness of, and responsibility for, widening participation and access, empowering Schools and Departments to actively contribute to the University’s APP |
|  | To oversee the preparation, approval and submission of the APP at a frequency determined by the OfS and the associated annual monitoring/impact report |
|  | To monitor and evaluate University progress against the APP targets and investment plan and receive regular updates from areas charged with delivering aspects of the APP |
|  | To report to the University Board for Teaching Learning and Student Experience and to seek approval where appropriate [ie significant financial matters] from the University Executive Board |

# **Staffing Committees**

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

|  |
| --- |
| *Ex officio* |
| The Vice-Chancellor (*Chair)* | Professor Robert Van de Noort |
| Pro Vice Chancellor (Research and Innovation)  | Professor Parveen Yaqoob |
| Pro-Vice-Chancellor (Academic Planning and Resource) | Professor Dominik Zaum  |
| Pro-Vice Chancellor (Education and Student Experience) | Professor Elizabeth McCrum |
| *The normal period of tenure is three years* |
| Two Associate Pro-Vice Chancellors (Research) | Professor Adrian WilliamsProfessor Adrian Bell |
| Two Associate Pro-Vice Chancellors (Education and Student Experience) | Professor Clare FurneauxProfessor Katja Strohfeldt  |
| Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees | Dr Karen Poulter (to 31-07-2027)Professor Becky Green (to 31-07-2026)  |
| *Right of Attendance*  |
| The University Secretary | Dr Richard Messer  |
| Director of Human Resources (or their nominee) | Claire Rolstone |
| Associate Pro-Vice Chancellor for Diversity and Inclusion | Professor Allan Laville |
|  |
| *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.* |
| *Secretary* | Katie Smith, (Senior Governance Officer (appointed by the University Secretary ) |
|  |
| Reports to Council and Senate. |

#

# Appeals against decisions of the Personal Titles Committee

|  |
| --- |
| The normal period of tenure is three years; No member is to be a member of the Personal Titles Committee. |
| Appeal after the School Personal Titles Committee: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) to be determined each year, and three Heads of School not involved in any decisions against which an appeal is being made*.*  |
| Appeal after the University Personal Titles CommitteeAn 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.  |
| *Chair (appointed by the Council)* |
|  | *Vacancy*  |   |
| *One member appointed by the Senate* |
|  | Professor Richard Frazier  |   |
| *Ex officio* |
|  | The President of the Reading Branch of the UCU (alternate: the Senior Vice-President) |  |
|  |
| *Secretary* | The University Secretary (Dr Richard Messer) |
|  |
| *Terms of Reference:* |
|  | To consider appeals against decisions of the Personal Titles Committee, the Academic-Related Staff Sub-Committee and the Senior Grades Sub-Committee. |
|  | It is open to the Committee: |
|  | (a) | to reject the appeal; or |
|  | (b) | In the case of appeals against the decision of the Personal Titles Committee, to refer the case back to the Personal Titles Committee (with any reference back to the Faculty Group at the discretion of the Personal Titles Committee); |
|  | (c) | In the case of appeals against decisions of the Academic-Related Staff Sub-Committee and the Senior Grades Sub-Committee, if it judges an appeal to be well-founded on substantive grounds, to make such decisions as it thinks appropriate and report to the Appointments Committee. |

#

# Re-Grading Committee

|  |  |
| --- | --- |
| *Ex officio* |  |
| The Chief Strategy Officer and University Secretary  | Dr Richard Messer |
| *The normal period of tenure is three years* |
| Academic Representatives | Dr Stuart Black  | 31.07.2027 |
| Professor Trish Reid  | 31.07.2026 |
| Professor Phil Dash  | 31.07.2026 |
| Director of PSO  | Dr Helen Williams  | 31.07.2027 |
| Director of Research and Innovation | Dr Karen Henderson | 31.07.2025 |
| HR Advisory Lead  | Nicola Johnson  |
|  |
| *Secretary* | Sarah Haylett (Appointed by the Director of Human Resources)  |
|  |
| *Terms of Reference:* |
| 1 | The Re-Grading Committee shall consist of the following voting members:* 1. The University Secretary & Chief Strategy Officer (Chair)
	2. Three Heads of School
	3. Two Heads of Function
 |
| 2 | The Director of Human Resources shall attend meetings of the Re-Grading Committee in an advisory capacity |
| 3 | The Rewards Coordinator 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:* + 1. To agree that there has been a significant increase in the level of responsibilities resulting in a higher grade;
		2. To agree that there has been a decrease in the level of responsibilities resulting in a lower grade;
		3. To reject the request if it is agreed that any changes were not significant enough to meet the requirements of a higher grade;
		4. 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

|  |
| --- |
| *Employer representatives* |
|  | Pro Vice Chancellor (Research and Innovation) *(Co-Chair)* | Professor Parveen Yaqoob  |
|  | The Director of Human Resources  | Claire Rolstone |
| *Employee Representatives* |
| Constituencies  | Representative | Type of employees representing |
| Digital  | *Vacancy* *Vacancy* Rhodri Buttrick  | G2-5 G2-5G6+ |
| Estates  | Gemma KnightKatie Lanxon  | G2-5G2-5 |
| External Relations | Vacancy | G2-5G6+ |
| Finance | *Vacancy* | G2-5G6+ |
| HR | Lisa Powles *(Co-Chair)* | G2-5 |
| Research and Innovation | *Vacancy**Vacancy*Lee Allen Smith | G2-5G2-5G6+ |
| Student Experience and Education | Bethan BourneSarah HintonCatherine Fleming | G2-5 G2-5 G2-5 |
| Schools | Caroline SaunbyBecky Kite Russ HoggLeanne LeyDaniel Wallace (*Co Chair)*Kevin Pring | G2-5G2-5G2-5G6+G6+G6+ |
|  |
| *Secretary* | Nicola Johnson |
|  |
| *Terms of Reference:* |
| 1 | To enable employee representatives (representing employees as set out in section 2 of the Information and Consultation Agreement relating to the [Staff Forum](http://www.reading.ac.uk/internal/staff-forum/forum-welcome-to-the-staff-forum.aspx)) 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 2-5 employees, and seek their views through the Grade 2-5 employee representatives on the following matters (as outlined in the Information and Consultation Agreement relating to the Staff Forum):* Decisions likely to lead to substantial changes in work organisation or contractual relations for Grade 2-5 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 2-5 employees
* Changes to the University’s occupational pension scheme(s) affecting Grade 2-5 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 2-5 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.  |

#

# People and Culture Committee

|  |
| --- |
| *Ex officio* |
|  | The Chief Strategy Officer and University Secretary  | Dr Richard Messer  |
|  | The Director of Human Resources | Claire Rolstone |
| *Two Heads of School appointed by the University Executive Board*  |
|  |  | Professor Andrew Charlton-Perez  | 31.07.2025 |
|  |  | Professor Trish Reid  | 31.07.2026 |
| *Two Heads of Directorate appointed by the University Executive Board* |
|  |  | Dr Karen Henderson | 31.07.2026 |
|  |  | Julie Rowe | 31.07.2027 |
| *Two senior members of the staff of the University*  |
|  |  | Professor Faustina Hwang | 31.07.2027 |
|  |  | Dr Anne-Marie van Dodeweerd | 31 07.2026 |
|  |
| *Secretary* | Alan Twyford (appointed by the University Secretary) |
|  |
| *Standing Invitation* |
|  | Associate Pro-Vice Chancellor for Diversity and Inclusion | Professor Allan Laville |
|  | Assistant Director of Human Resources | Susan Thornton |
|  | HR Advisory Lead | Nicola Johnson |
|  | HR Operations Lead | Jay Russell |
|  | Occupational Health Manager | Dawn Grout |
|  | The President of the Student’s Union |  |
|  |
| *Terms of Reference* |
|  | To support the development of effective People and HR strategies, policies and practices and monitor effective delivery in line with the University strategy and objectives. |
|  | To consider and make recommendations to UEB on matters of terms and conditions of employment, implications of new or changing employment legislation, codes of practice and other national developments to ensure compliance with legal and regulatory duties. |
|  | To oversee the University approach to staff learning and development, including leadership development, to ensure effective provision which contributes to achievement of relevant objectives of the University Strategy. |
|  | To oversee staff wellbeing, engagement and EDI, ensuring that initiatives and strategies are aligned to University strategy and ambitions and enhance the culture and staff experience at the University. |
|  | To oversee the University approach to the people impacts of change management, organisational development and workforce planning. |
|  | To make recommendations to UEB, where required, on any relevant issue relating to the staff community and HR and people strategy, policy and practice. |
|  | To provide advice on the implications on people, organisational culture and HR policy and practice of matters referred to it by other Committees. |
|  | To be responsible for the monitoring of such risks as may be assigned to it within the University Risk Registers. |

# Sports and Active Wellbeing Committee

|  |  |  |
| --- | --- | --- |
| *Chair* | Pro Vice Chancellor (Education and Student Experience) | Professor Peter Miskell  |
| *Ex officio* |
|  | Director of Sport and Active Wellbeing  | Sarah Humphreys |
|  | Director of Rowing  | Will Rand  |
|  | Student Activities Manager of the Union or representative | Adam Bailey  |
|  | Activities and Opportunities Officer of the Students’ Union  |  |
| *Three members of Staff* |
|  | Staff Forum | Lee Allan Smith  | 31.07.2026 |
|  | Food & Nutritional Science | Professor Glen Gibson | 31.07.2027 |
|  | Occupational Health Manager | Dawn Grout  | 31.07.2025 |
| *In attendance* |
|  | Director of Finance or their nominee | Rachel Savin |
|  | A representative of Alumni and Supporter Engagement  | Agnes Gibson  |
|  | A representative of Student Recruitment and Outreach | Amy Fairbrother |
|  | Director of Campus Commerce or nominee  | Martin Batt |
|  | RSU Director of Membership Engagement and Deputy CEO | Annie Willmot |
|  | Director of Student Wellbeing Services | Michelle Sancho |
| *Standing Invitation* |
|  | Projects Director or Nominee | Patrick Abbott |
|  | A post doc representative  | Dr Rob Thompson  |
|  | Community Relations Officer or their nominee  | Molli Cleaver  |
|  | Two student representatives determined annually via an application and interview process following the Students’ Union club and committee elections in spring. | Jack Bates Catherine Martinez  |
|  | A Lecturer in Physical Education |  |
| *Secretary* | Sarah Shears (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To make recommendations to appropriate bodies on policy relating to: |
|  | (i) | the level of provision of sport and active wellbeing; |
|  | (ii) | the promotion of sport and active wellbeing 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 and active wellbeing, including pricing and fee structure;  |
|  | (v) | the use and maintenance of relevant facilities for sport and active wellbeing, including the University Campuses; |
|  | (vi) | the links between sport and health and well-being of staff and students; |
|  | (vii) | the interface between sport and the wider university and its strategic ambitions; |
| 2. | To oversee the production and implementation of the University’s Sports and Active Wellbeing Vision, in order to articulate with the University’s institutional priorities and other relevant institutional strategies |
| 3. | To receive reports from the Director of Sport and Active Wellbeing, the Director of Rowing and the Activities Officer of the Students’ Union. |
| 4 | Reports annually to the Student Experience Committee in the Spring  |

# Joint University/UCU Committee

|  |
| --- |
| *Ex officio* |
|  | The Vice-Chancellor *(Chair)* | Professor Robert Van de Noort |
|  | The Deputy Vice-Chancellor | Professor Parveen Yaqoob |
|  | The Chair of the Staffing Committee  | Dr Richard Messer |
|  | The Director of Human Resources | Claire Rolstone  |
| *One member of the Senate appointed by the Senate* |
|  | Dr Simon Clarke  | 31-07-2025 |
| *Six members of the Reading Association of the UCU* |
|  | The President of the Reading Association | Dr Deepa Driver |
|  | *Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:* |
|  | Rita Balestrini |
|  | Ellen Owens |
|  | *Vacancy* |
|  | *Vacancy* |
|  | Moray McAulay, UCU Regional Official (alternate) |
|  |
| *Secretary* | The University Secretary (for whom Katie Smith acts) |
|  |
| The Chair alternates between the Vice-Chancellor and President of the Reading Association. |
| *(Membership revised from 1 October 2012, following approval of the new Recognition Agreement by Council in July 2012, and further revised from 1 October 2013 to discontinue the representation of a lay member of Council.)* |
| *Terms of Reference:* |
|  | To discuss matters concerning terms and conditions of employment of Academic and Related Staff, and to make recommendations to the Scrutiny and Finance Committee, Senate and Council. |
| Reports to Senate, Scrutiny and Finance Committee and Council. |

#  Standing Committee of Senate on the Arts

|  |
| --- |
| The normal period of tenure is three years with eligibility for re-appointment |
|  |
| *Ex officio* |
|  | Professor John Gibbs (Chair)  |
|  | The Director of the University Museums and Special Collections Service  | Kate Arnold-Forster |
| *The Heads of Schools and Departments:* |
|  | English Language and Literature | Professor Gail Marshall |
|  | Film, Theatre & Television | Dr Simone Knox  |
|  | Art | Professor John Russell  |
|  | Institute of Education | Melanie Jay/ Simon Floodgate |
|  | Typography & Graphic Communication | Professor Eric Kindel |
|  | Architecture |  *Vacancy*  |
| *Four members appointed by the Senate* |
|  | *Vacancy*  |   |
|  | *Vacancy*  |   |
|  | *Vacancy*  |   |
|  | *Vacancy*  |   |
| *One member to be nominated for one year:* |
|  | Senior Common Room Committee: | Dr Alastair Culham |
| *Up to three members of the Academic Staff or others to be co-opted by the Committee* |
|  | Director of Marketing Communication and Engagement or nominee | Aleiah Potter |
|  | Music Programme Co-ordinator | Victoria Ely  |
|  | The Curator of the University Arts Collection  | Hannah Lyons |
| *By invitation* |
|  | The RSU Societies and Media Co-ordinator  |   |
|  | The RSU Activities Officer  | Shaniya Dyer |
|  | Student representatives from relevant Departments and SocietiesSociety Rep: RUFASSociety Rep: RUDSSociety Rep: RUMSStudent Rep: Humanities Student Rep: Institute of EducationStudent Rep: Film, Theatre & TelevisionStudent Rep: ArtStudent Rep: Typography & Graphic Communication Student Rep: Architecture |
|  |
| *Secretary* | Preeti Trichur, Executive Administration Officer, (appointed by the University Secretary) |
|  |
| *Terms of Reference:* |
| 1. | To keep under review the buildings and equipment available for Arts activities and to advise on possible developments. |
| 2. | To initiate and review such activities relating to the Arts as it deems appropriate. |
| 3. | To provide from such funds as it has available support for Arts activities in the University. |
| 4. | To have general responsibility for Arts organised in the University. |
| 5. | To make such representations on behalf of those concerned with organising Arts activities as it deems appropriate. |
| 6. | To seek in consultation with the Officers of the University outside support for Arts activities in the University. |
| 7. | To report annually to Senate and Council. |

# Students’ Union: Trustee Board

|  |
| --- |
| *Officer Trustees*  |
|  | The President  |   |
|  | The Education Officer  |   |
|  | The Welfare Officer  |   |
|  | The Activities Officer |   |
|  | The Inclusion and Community Officer |   |
| *Student Trustees* |
|  |  | Oscar Minto  |
|  |  | Benjamin Coleman |
|  |  | Ruth Adeniyi |
|  |  |   |
| *External Trustees* |
|  |  | Debra Sopra |
|  |  | Tim Bertram  |
|  |  | Ray Ellison |
|  |  | Jack Maddock  |
| *Secretary* | Chief Executive of Students’ Union |

# Appendix 1

|  |
| --- |
| Committee Membership of Lay Members of Council |
|  |
| **Steve Alexander** | **(31.07.2025)** | Scrutiny & Finance Committee |
|  | Student Experience Committee |
|  |
| **Shamshad Ali** | **(31.07.2025)** | Audit Committee |
|  |
| **Sian Butler** | **(31.07.2026)** | Audit Committee |
|  | Appointments Committee |
|  | People and Remuneration Committee |
|  |
| **Kevin Corrigan** **Vice-President of Council** | **(31.07.2025)** | Investments and Development Committee |
|  | Scrutiny and Finance Committee |
|  | Appointments Committee |
|  | People and Remuneration Committee |
|  |
| **Penny Egan**  | **(31.12.2024)** | Committee for the Museum of English Rural Life |
|  | Honorary Degrees: Joint Standing Committee of the Council and Senate |
|  | Student Experience Committee |
|  | Senate (in attendance) |
|  |
| **Helen Gordon** **President of Council** | **(31.07.2025)** | Appointments Committee |
|  | Audit Committee |
|  | Honorary Degrees: Joint Standing Committee of the Council and Senate |
|  | Investments and Development Committee  |
|  | People and Remuneration Committee  |
|  | Scrutiny and Finance Committee  |
|  |
| **Jackie Liu (w/e from 01.01.2025)** | **(31.12.2027)** | Student Experience Committee |
|  |
| **Sue Maple** | **(31.07.2025)** | Appointments Committee |
|  | People and Remuneration Committee |
|  | Professorial Annual Review Advisory Group |
|  | Senior Staff Salaries Advisory Group |
|  | Honorary Degrees: Joint Standing Committee of the Council and Senate |
|  |
| **Angus McCallum** | **(31.07.2025)** | Audit Committee  |
|  |  | Honorary Degrees: Joint Standing Committee of the Council and Senate |
|  | Scrutiny and Finance Committee  |
|  |
| **Peter Milhofer**  | **(31.07.2025)** | Audit Committee |
|  | Investments and Development Committee |
|  | Student Experience Committee |
|  | Greenlands Trust Committee  |
|  |
| **Paul Milner**  | **(31.07.2027)** | Investments and Development Committee |
|  |  |
|  |
| **Kate Owen** **Vice President of Council** | **(31.07.2027)** | Appointments Committee |
|  | People and Remuneration Committee |
|  | Scrutiny and Finance Committee |
|  |
| **Sally Peck**  | **(31.07.2027)** | Honorary Degrees: Joint Standing Committee of the Council and Senate |
|  | Student Experience Committee |
|  |
| **Sally Plank**  | **(31.07.2026)** | Fundraising Ethics Committee  |
|  | Scrutiny and Finance Committee |
|  | Senate (In attendance ) |
|  |
| **Dr Christopher Shaw**  | **(31.07.2025)** | Audit Committee |
|  |
| **Dr Janet Young** | **(31.07.2025)** | Investments and Development Committee |
|  | NIRD Trust Committee |

# Appendix 2

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| --- |
| **Deputy Vice-Chancellor** |
| Professor Parveen Yaqoob  |  | 31.12.2025 |
|  |  |  |
| **Pro-Vice-Chancellors** |
| Professor Elizabeth McCrum |  | 31.12.2025 |
| Professor Peter Miskell |  | 31.01.2028 |
| Professor Parveen Yaqoob  |  | 31.07.2030 |
| Professor Dominik Zaum |  | 31.07.2030 |
| Dr Caroline Baylon  |  |  |
|  |  |  |
| **Associate Pro-Vice Chancellor (Research)s** |
| Professor Roberta Gilchrist | Heritage & Creativity | 31.07.2027 |
| Professor John Gibbs  | Heritage & Creativity | 31.07.2027  |
| Professor Suzanne Gray | Environment | 31.07.2028 |
| Professor Tom Oliver  | Environment | 31.11.2028 |
| Professor Carol Wagstaff | Food and Health | 31.07.2027 |
| Professor Adrian Bell  | Prosperity & Resilience | 31.07.2028 |
|  |  |  |
| **Associate Pro-Vice Chancellor (Student Experience and Education)** |
| Professor Katja Strohfeldt |   | 31.07.2029 |
| Professor Clare Furneaux |   | 31.07.2027 |
| Professor Daniel Grant  |   | 31.07.2027 |
| Professor Louise Hague  |   | 31.07.2027 |
|  |  |  |
| **Associate Pro-Vice Chancellor for Diversity and Inclusion** |
| Professor Allan Laville |  |  |
|  |  |  |
| **Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development** |
| Professor Adrian Williams  |  | 31.07.2027 |
|  |  |  |
| **Dean of Henley Business School**  |
| Professor Elena Beleska-Spasova |  |  |
|  |  |  |
| **Heads of Schools** |
| School of Arts and Communication Design | Professor Trish Reid | 31.11.2027 |
| Institute of Education | Dr Sarah Marston  | 31.07.2030 |
| School of Humanities  | Professor Gail Marshall  | 31.12.2025 |
| School of Law  | Professor James Devenney  | 31.07.2025 |
| School of Philosophy Politics and Economics  | Professor Uma Kamphampati | 31.07.2025 |
| International Study and Language Institute | Elizabeth Allen |  |
| School of Agriculture, Policy and Development | Professor Simon Mortimer  | 28.02.2026 |
| School of Biological Sciences | Professor Phil Dash  | 01.01.2026 |
| School Chemistry, Food and Pharmacy  | Professor Richard Frazier  | 31.07.2027 |
| School of Psychology and Clinical Language Sciences | Professor Carmel Houston- Price | 30.04.2025 |
| School of the Built Environment | Dr Tim Lees  | 31.07.2028 |
| School of Archaeology, Geography and Environmental Science  | Dr Stuart Black  | 31.03.2030  |
| School of Mathematical, Physical and Computational Sciences | Professor Andrew Charlton-Perez | 31.07.2027 |
| **Henley Business School** |  |  |
| Digitalisation, Marketing and Entrepreneurship | Professor Keiichi Nakata | 27.08.2028 |
| International Business and Strategy | Professor Davide Castellani | 31.12.2027 |
| Finance and Accounting | Professor Radu Tunaru | 31.08.2028 |
| Leadership, Organisations, Behaviour and Reputation | Professor Yelena Kalyuzhnova | 30.06.2025  |
| Real Estate and Planning | Professor Angelique ChettiparambProfessor Eamonn D’arcy | 31.07.2028  |

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| **Professional Services Directors** |
| Finance  | Andrew Grice  |  |
| Digital Technology Services  | Stuart Brown  |  |
| Estates  | Andrew Casselden  |  |
| Student Experience and Education  | Alexandra Slater  |  |
| External Relations | Fi Blair  |  |
| University Corporate Services | Julie Rowe |  |
| Research and Innovation | Dr Karen Henderson  |  |
| Human Resources  | Claire Rolstone  |  |

# Appendix 3

# **Trusts**

NIRD Trust Committee

|  |  |  |
| --- | --- | --- |
| *Chair* | Janet Young  | Lay Member  |
| *Appointed by Council* |
|  | Steve Sherman  | External Member |
|  | Professor Colette Fagan | Department of Food and Nutritional Sciences (School of Chemistry Food and Pharmacy) |
|  | Professor Simon Potts  | School of Agriculture Policy and Development  |
|  |
| *Secretary* | Suzanne Abraham (who acts on behalf of the University Secretary) |

Hugh Sinclair Trust

|  |  |  |
| --- | --- | --- |
| *Chair* | Professor Dominik Zaum | Pro Vice Chancellor (Academic Planning and Resource) |
| *Appointed by Council*  |
|  | Professor Carol Wagstaff  | Associate Pro-Vice Chancellor (Research)  |  |
|  | Professor Richard Frazier | Head of the School of Chemistry Food and Pharmacy  |  |
|  | Professor Julie Lovegrove | Hugh Sinclair Chair in Human Nutrition |  |
|  |
|  | Professor Ian Young | External Advisor |  |
|  |
| *Secretary* | Tasha Easton (who acts on behalf of the University Secretary) |

Greenland Trust

|  |  |  |
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| *Chair* | Professor Peter Miskell | Pro Vice Chancellor (Education and Student Experience) |
| *Appointed by Council*  |
|  | Peter Milhofer | Lay member of Council  |
|  | Dr Paul Preston | appointed by the Scrutiny and Finance Committee |
|  |
| *In attendance*  |
|  | Dean of Henley Business School  | Professor Elena Beleska-Spasova  |
|  |
| *Secretary* | Tasha Easton (who acts on behalf of the University Secretary) |

Beckett International Foundation

|  |  |  |
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| *Chair*  | Pro-Vice-Chancellor (Academic Planning and Resource)  | Professor Dominik Zaum |
| *Appointed by Council*  |
|  | Kate Arnold-Forster | Director of UMASCS |
|  | Guy Baxter | Associate Director UMASCS – Archive Services  |
|  | Professor Jonathan Bignell | School of Art and Communication Design  |
|  | Professor Conor Carville | School of Humanities  |
|  | Professor John Gibbs | Associate Pro-Vice Chancellor (Research)  |
|  | Professor Steven Matthews | School of Humanities  |
|  | Dr Matthew McFrederick | School of Art and Communication Design |
|  | Dr Mark Nixon  | School of Humanities  |
|  |
| *Secretary* | Tasha Easton (who acts on behalf of the University Secretary) |

# **Wholly Owned Companies**

Henley Business School Limited Company Number 07019049

|  |
| --- |
| *Appointed by Council*  |
|  | Professor Elena Beleska-Spasova | Dean, Henley Business School |
|  | Professor Robert Van de Noort  | Vice Chancellor |
|  | Emma Ashley  | Deputy Director of Finance |
|  |
| *Secretary* | TBC (who acts on behalf of the University Secretary) |
|  |

# Reading Real Estate Foundation

Company Number 04347140/ Charity Number 1092627

|  |
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| *Appointed by Council*  |
| *Chair* | Professor Peter Miskell  | Pro Vice Chancellor (Education and Student Experience) |
|  | Professor Kleio Akrivou |  |
|  | Patrick Allen |  |
|  | David Atkins |  |
|  | Jean-Pierre Choulet  |   |
|  | Professor Ginny Gibson |  |
|  | Stafford Lancaster |  |
|  | Professor Gianluca Marcato |   |
|  | Katherine Norton  |  |
|  | Professor Angelique Chettiparambil Rajan |  |
|  | John Ridley  |  |
|  | Christopher Taylor  |  |
|  | Richard Tranter |  |
|  |
| *Secretary* | Kerry Johnston (who acts on behalf of the University Secretary) |

# Thames Valley Science Park Limited Company Number 09435011

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| *Appointed by Council*  |
|  | Professor Adrian Williams  | Associate Pro-Vice Chancellor for Postgraduate Research Studies and Researcher Development |
|  | Andrew Grice  | Director of Finance  |
|  |
| *Secretary* | Louise Sharman, Head of Governance (who acts on behalf of the University Secretary) |

# Henley Business Angels LimitedCompany Number 10065023

|  |
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| *Appointed by Council*  |
|  | Professor Dominik Zaum | Pro Vice Chancellor (Academic Planning and Resource) |
|  | Denis Bidinost |  |
|  | Paula Burgess |  |
|  | Professor Norbert Morawetz |  |
|  | Christopher Rees |  |
|  | Dr Guy Hembury |  |
|  |
| *Secretary* | TBC (who acts on behalf of the University Secretary) |

# **Overseas Subsidiaries**

# RUMAL Reading Sendirian Berhad Board of Directors

|  |
| --- |
| *The Directors of Rumal Reading Sdn.Bhd.* |
|  | Pro- Vice Chancellor (International) *(Chair)* | Dr Caroline Baylon |
|   | Head of the School of Law, UoR | Professor James Devenney |
|  | Head of the School of the Built Environment UoR | Dr Tim Lees |
|  | Dean of Henley Business School UoR | Professor Elena Beleska-Spasova  |
|  | Head of the School of Psychology and Clinical Language Sciences UoR | Professor Carmel Houston-Price  |
|  | Director of External Relations  | Fi Blair  |
|  | Resident Director  | Rosnah Binti Mohamad |
| *By invitation* |
|  | Provost and Chief Executive Officer, UoRM  | Professor May Tan Mullins  |
|  | Interim Deputy Provost (Academic) UoRM | Professor Teck Eng |
|  | Interim Deputy Provost (Operations) UoRM | Nandan Ramachandran |
|  | Director of Finance and Corporate Services, UoRM | Pui Suang Tan |
|  | Head of Marketing Recruitment & Admissions, UoRM | Foo Hing Wong  |
|  | Director of Finance, UoR  | Andrew Grice  |
|  | Company Secretary, Tricor Corporate Services Sdn Bhd | Chee Yin Wong  |
| *In attendance*  |
|  | Associate Pro-Vice-Chancellor Internationalisation and Head of ISLI | Elizabeth Allen |
|  | Tricor Corporate Services Sdn Bhd | Fatin Syahiratuniza Binti Masnorahaslenda |
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| *Secretary:* | Caroline Redzikowska (Senior Governance Officer)  |

# University of Reading Malaysia Executive Board

|  |
| --- |
| *Chair* |
|  | Provost and Chief Executive Officer, UoRM (*Chair*) | Professor May Tan Mullins  |
|  | Director of Finance and Corporate Services, UoRM | Pui Suang Tan |
|  | Director of Student Welfare and Academic Services  | Nandan Ramachandran |
|  | Academic Director of Teaching and Learning  | Assoc. Professor Dr Janice Lee)  |
|  | Chair of Academic Heads of Section, UoRM | Janice Lee  |
|  | Research and Enterprise Director |  |
| *Secretary* | Imelda Simon, Head of Executive Office, UoRM  |

# University of Reading Malaysia Academic Board

|  |  |  |
| --- | --- | --- |
| *Chair* | Provost and Chief Executive Officer, UoRM  | Professor May Tan Mullins  |
|  | Academic Director of Teaching and Learning  | Assoc. Professor Dr Janice Lee |
|  | Research and Enterprise Director  |  |
|  | Head of Henley Business School (UoRM) | Professor Teck Eng |
|  | Head of Foundation Study and Language Institute (UoRM) | Mohd Ridhwan Abdullah |
|  | Head of Psychology and Clinical Language Sciences  | Professor Dr Kinjal Doshi  |
|  | Head of Law | Assoc. Professor Anne Vergis |
|  | Interim Head of Built Environment | Sr Dr Noor Azeyah Khiyon |
|  | Campus Director of Academic Tutoring | Dr Kuan Yong Ching  |
|  | Director of Student Welfare and Academic Services  | Nandan Ramachandran |
|  | Head of Learning Resource Centre | Thiam Ming Wong |
|  | Head of Marketing Recruitment and Admissions  | Foo Hing Wong |
|  | Head of Business Systems & Applications | Kannan Sankaran |
| *RUMSA Student Representatives* |
|  | President |  |
|  | Education Officer |  |
| *By Invitation* |
|  | Director of Finance and Corporate Services  | Pui Suang Tan |
|  | Head of Human Resources | Mohammed Raziff Ahmad Rosli  |
|  |
| *Secretary* | Saphora Devaraj  |

# Henley Business School – South Africa

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| *The Directors of Henley Business School South Africa* |
| TBC |  |
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| *Secretary:* |   |

# Henley Business School GmbH – Germany

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| *The Directors of Henley Business School Germany.* |
| Director of Operations (Resident Director) | Thomas Kunze |
| Vice Chancellor  | Professor Robert Van de Noort  |
|  |
| *Secretary:* | Caroline Redzikowska, Senior Governance Officer  |

# Henley Business School – Finland (*dormant)*

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| *The Directors of Henley Business School Finland.* |
| Dean of Henley Business School  | Professor Elena Beleska-Spasova  |
| Director of Executive Education  | Paula Kilpinen |
|  |
| *Secretary:* |   |

# Whiteknight Edu Private Limited – India

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| *The Directors of WEPL* |
| Pro Vice Chancellor Internationalisation | Dr Caroline Baylon |
| Dean of Henley Business School  | Professor Elena Beleska-Spasova  |
| Resident Director  | Nikita Kothari  |
|  |
| *Secretary:* |  Caroline Redzikowska, Senior Governance Officer |