<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>Amended</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Caroline Redzikowska</td>
<td></td>
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<tr>
<td>2</td>
<td></td>
<td>Eleanor Saxon</td>
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<td>3</td>
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<tr>
<td>4</td>
<td></td>
<td>Eleanor Saxon</td>
<td></td>
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<tr>
<td>5</td>
<td></td>
<td>Caroline Redzikowska</td>
<td></td>
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</tbody>
</table>
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<th>The Chancellor</th>
</tr>
</thead>
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<tr>
<td>The Members of the Council</td>
</tr>
<tr>
<td>The Members of the Senate</td>
</tr>
<tr>
<td>University Officers</td>
</tr>
<tr>
<td>Students’ Union Officers and Representatives</td>
</tr>
<tr>
<td>Leadership Group</td>
</tr>
<tr>
<td>Research Contacts</td>
</tr>
<tr>
<td>Business and Industry Contacts</td>
</tr>
<tr>
<td>MPs</td>
</tr>
<tr>
<td>Regional Dignitaries</td>
</tr>
<tr>
<td>Representatives from local and regional organisations</td>
</tr>
<tr>
<td>Education Contacts</td>
</tr>
<tr>
<td>Representatives Group of Honorary Graduates</td>
</tr>
<tr>
<td>Members of College of Benefactors</td>
</tr>
<tr>
<td>Representative Group of Alumni and Donors</td>
</tr>
<tr>
<td>University Supporters</td>
</tr>
</tbody>
</table>
## 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

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>Three Pro-Vice-Chancellors selected in accordance with Ordinance</td>
<td></td>
</tr>
<tr>
<td>PVC Education and Student Experience</td>
<td>Professor Elizabeth McCrum</td>
</tr>
<tr>
<td>PVC Academic Planning and Resource</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>PVC Research and Innovation</td>
<td>Professor Dominik Zaum</td>
</tr>
<tr>
<td>The Dean of the Henley Business School</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Alexander</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Shamshad Ali</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Sian Butler</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Kevin Corrigan (Vice-President of the Council)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Penny Egan</td>
<td>31.12.2024</td>
</tr>
<tr>
<td>Helen Gordon (President of the Council)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Sue Maple</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Angus McCallum</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Peter Milhofer</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Lola Moses</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Kate Owen (Vice-President of the Council)</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Sally Plank</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Nigel Richards</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Christopher Shaw</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Janet Young</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Uma Kambhampati</td>
<td>05.02.2023</td>
</tr>
<tr>
<td>Professor Katja Strohfeldt (from 06.02.2023)</td>
<td>05.02 2026</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Richard Frazier</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>
**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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Jonathan Gibbins</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Magee</td>
<td>31.12.2022</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Students’ Union</td>
<td></td>
</tr>
<tr>
<td>Welfare Officer of the Students’ Union</td>
<td></td>
</tr>
</tbody>
</table>

**Alternates**

<table>
<thead>
<tr>
<th>Position</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Officer of the Students’ Union</td>
<td></td>
</tr>
<tr>
<td>Activities Officer of the Students’ Union</td>
<td></td>
</tr>
</tbody>
</table>

**Secretary:** The University Secretary (for whom Keith Swanson acts)
## Sub-Committees of the Council

### Appointments and Governance Committee

<table>
<thead>
<tr>
<th><strong>Ex officio</strong></th>
<th><strong>Committee Members</strong></th>
<th><strong>Date</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>A lay member of Council</td>
<td>Kate Owen <em>(Chair)</em></td>
<td>31.07.2024</td>
</tr>
<tr>
<td>The Vice-Chancellor</td>
<td>Professor Robert Van de Noort</td>
<td></td>
</tr>
<tr>
<td>One Pro-Vice-Chancellor</td>
<td>Professor Parveen Yaqoob</td>
<td></td>
</tr>
<tr>
<td>One internal member of the Council, not being a member of the University Executive Board</td>
<td>James Magee</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Three other lay members of Council</strong></th>
<th><strong>Name</strong></th>
<th><strong>Date</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Helen Gordon</td>
<td>31.07.2025</td>
<td></td>
</tr>
<tr>
<td>Sue Maple</td>
<td>31.07.2025</td>
<td></td>
</tr>
<tr>
<td>Sian Butler</td>
<td>31.07.2022</td>
<td></td>
</tr>
</tbody>
</table>

**Secretary**: The University Secretary (for whom Louise Sharman acts)

**By invitation**: Kevin Corrigan, Vice President

The Interim Director of Human Resources

### Terms of Reference:

1. The Committee shall consist of the following voting members:
   
   **Ex officio**
   
   - The President of the Council
   - The Vice Chancellor
   
   **Elected members**
   
   - One Pro-Vice-Chancellor appointed by Council
   - One internal member of the Council, not being a member of the University Executive Board, appointed by Council
   
   - Three members of Council, not being employed or registered students of the University, appointed by Council, each to serve for three years. These members shall be eligible to serve for two consecutive terms but not more.

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

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

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

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

6. The functions of the Committee shall be as follows
   
   (a) Non-financial aspects of staffing matters
   
   The Committee shall discharge the Council’s responsibilities in respect of:
   
   (i) Committees of Selection;
   
   (ii) Panels appointed to hear the Appeals against decisions of the Personal Titles Committee;
   
   (iii) Consideration of governance arrangements in the round, including but not limited to those encapsulated in the CUC Code of Practice for HE, or any successor Code, and matters of diversity and inclusion.

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

<table>
<thead>
<tr>
<th>(c) Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Committee shall monitor such risks as may be assigned to it within the University’s Risk Register.</td>
</tr>
</tbody>
</table>
Audit Committee

**Four lay members of the Council**

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigel Richards (Chair and member to 31.12.22)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Sian Butler</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Peter Milhofer (Chair from 01.01.23)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Christopher Shaw</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>

No fewer than two/ no more than three further lay members appointed by the Council, not necessarily from its own number:

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shamshad Ali</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Angus McCallum (from 01.01.23)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Steve Sherman</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

Right of Attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Council</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

By Invitation

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor (alternate: the Deputy Vice-Chancellor)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Director of Internal Audit Services</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Director of Finance</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

Secretary: The University Secretary (for whom Louise Sharman acts)

Terms of Reference:

**Constitution**

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

**Scope**

2. It is the role of the Audit Committee to advise and assist the governing body in respect of the entire assurance and control environment of the institution.

**Membership**

3. The Audit Committee shall comprise

   (a) A Chair appointed by the Council from among its members.
   (b) Six or seven other members appointed by the Council (including the Chair) at least four of whom to be from among its members.

4. The University Secretary shall be Secretary to the Committee

5. A quorum shall be three members.

**Restrictions**

6. (a) At least two members should have recent and relevant experience in finance, accounting or auditing.

   (b) Members should not have significant interests in the University, or its regulators.

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

   (d) 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**
The following have a right of attendance at meetings:

<p>| | |</p>
<table>
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<tbody>
<tr>
<td>7.</td>
<td>The President of Council</td>
</tr>
</tbody>
</table>

**Frequency of meetings**

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>8.</td>
<td>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</td>
</tr>
</tbody>
</table>

**Authority**

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>9.</td>
<td>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.</td>
</tr>
<tr>
<td>10.</td>
<td>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.</td>
</tr>
<tr>
<td>11.</td>
<td>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.</td>
</tr>
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</table>

**Duties**

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<tbody>
<tr>
<td>12.</td>
<td>The duties of the Committee shall be:</td>
</tr>
<tr>
<td>(a)</td>
<td>To recommend to the Council on the appointment of the external auditors.</td>
</tr>
<tr>
<td>(b)</td>
<td>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.</td>
</tr>
<tr>
<td>(c)</td>
<td>To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.</td>
</tr>
<tr>
<td>(d)</td>
<td>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).</td>
</tr>
<tr>
<td>(e)</td>
<td>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.</td>
</tr>
<tr>
<td>(f)</td>
<td>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).</td>
</tr>
<tr>
<td>(g)</td>
<td>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.</td>
</tr>
<tr>
<td>(h)</td>
<td>To monitor the implementation of agreed audit-based recommendations, from whatever source.</td>
</tr>
<tr>
<td>(i)</td>
<td>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.</td>
</tr>
<tr>
<td>(j)</td>
<td>To approve the University’s policy on fraud and irregularity, including being notified of any action taken under that policy.</td>
</tr>
</tbody>
</table>
| (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 suitable 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

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ex officio</strong></td>
<td>The Vice-Chancellor (Chair)</td>
<td></td>
</tr>
<tr>
<td><strong>Appointed by the Council</strong></td>
<td>Penny Egan</td>
<td>31.12.2024</td>
</tr>
<tr>
<td></td>
<td>Helen Gordon (President of Council)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td></td>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td><strong>Appointed by the Senate</strong></td>
<td>Professor John Board</td>
<td>31.07.2023</td>
</tr>
<tr>
<td></td>
<td>Professor Lorraine Farrelly</td>
<td>31.07.2023</td>
</tr>
<tr>
<td></td>
<td>Professor Katrina Bicknell</td>
<td>31.07.2024</td>
</tr>
<tr>
<td></td>
<td>Professor Amy Smith</td>
<td>31.07.2024</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>The University Secretary (for whom Louise Sharman acts)</td>
<td></td>
</tr>
</tbody>
</table>

**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 Committee

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kevin Corrigan</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

**Ex officio**

<table>
<thead>
<tr>
<th>Role</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Council</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>The Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
</tr>
</tbody>
</table>

**Appointed by Council**

<table>
<thead>
<tr>
<th>Name</th>
<th>Appointment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Milhofer</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Andrew Beshaw</td>
<td>31.10.2023</td>
</tr>
<tr>
<td>Paul Lewis</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Janet Young</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

**Secretary**

Louise V. Sharman (who acts on behalf of the University Secretary)

**In attendance**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Vice Chancellor (Academic Planning and Resource)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Director of Finance</td>
<td>Andrew Grice</td>
<td></td>
</tr>
<tr>
<td>The Director of Estates</td>
<td>Andrew Casselden</td>
<td></td>
</tr>
</tbody>
</table>

**Terms of Reference:**

1. To provide oversight and governance over a portfolio of UoR investment assets as defined by the Scrutiny and Finance Committee on recommendation of the University Executive Board

2. To have oversight over those defined assets in order best to deliver the long term capital returns and income requirements as communicated by the Scrutiny and Finance Committee on recommendation of the University Executive Board

3. To determine the optimal asset allocation between land, property, gilts, bonds, equities and other asset classes in order to meet the required return within the UoR risk appetite as communicated to it by Scrutiny and Finance Committee, and monitor the implementation of that allocation

4. To appoint monitor and terminate if necessary agents, investment managers and other advisors to act for the University

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

6. To report to the Council through the Scrutiny and Finance Committee

7. To meet at least three times per year

8. To have a quorum of five members, at least three of whom must not be employees of the University

9. To undertake other such matters as are referred to it by the Council, or by the Scrutiny and Finance Committee on behalf of the Council
Remuneration Committee

Ex officio

<table>
<thead>
<tr>
<th>Officer</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Council</td>
<td>Helen Gordon</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>A Vice-President of the Council</td>
<td>Kate Owen (Chair)</td>
<td>31.07.2024</td>
</tr>
</tbody>
</table>

Three other lay members of the Council

<table>
<thead>
<tr>
<th>Member</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sian Butler</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Sue Maple</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Kevin Corrigan</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

By Invitation

<table>
<thead>
<tr>
<th>Officer</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor</td>
<td>Claire Rolstone</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

Secretary

The University Secretary (for whom Louise Sharman acts)

Terms of Reference:

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

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

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

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

Terms of Reference

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

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

3. To receive reports on all severance payments if the cost to the University is over £10,000 and to be consulted through the President if the potential cost exceeds £30,000. The Committee to agree severance arrangements in excess of £95,000 including early retirement charges.

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

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

<table>
<thead>
<tr>
<th>Role</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Deputy Vice-Chancellor (Chair)</td>
<td>Professor Peter Miskell</td>
</tr>
<tr>
<td></td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td></td>
<td><em>Vacancy</em></td>
</tr>
<tr>
<td>The Pro-Vice-Chancellors</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean of Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
<tr>
<td>In attendance:</td>
<td></td>
</tr>
<tr>
<td>Heads of School</td>
<td></td>
</tr>
<tr>
<td>One Lay member of the Remuneration Committee</td>
<td>Sue Maple</td>
</tr>
</tbody>
</table>

**Secretary**: Sarah Ceato (Appointed by the Director of Human Resources)

### Senior Staff Salaries Advisory Group

<table>
<thead>
<tr>
<th>Role</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chief Strategy Officer and University Secretary (Chair)</td>
<td>Professor Elizabeth McCrum</td>
</tr>
<tr>
<td></td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td></td>
<td><em>Vacancy</em></td>
</tr>
<tr>
<td></td>
<td>Professor Dominik Zaum</td>
</tr>
<tr>
<td>The Pro-Vice Chancellors</td>
<td></td>
</tr>
<tr>
<td>The Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
<tr>
<td>Dean for Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>In Attendance</td>
<td></td>
</tr>
<tr>
<td>One Lay member of the Remuneration Committee</td>
<td>Sue Maple</td>
</tr>
</tbody>
</table>

**Secretary**: Sarah Ceato (Appointed by the Director of Human Resources)
# Scrutiny and Finance Committee

There are seven Lay Members on the Committee.

**Ex officio**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Council</td>
<td>Helen Gordon</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>The Vice-Presidents of the Council</td>
<td>Kevin Corrigan (Chair)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td></td>
<td>Kate Owen</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>The Vice-Chancellor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
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</tr>
<tr>
<td>The Pro-Vice-Chancellors</td>
<td>Professor Mark Fellowes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor Peter Miskell</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor Dominik Zaum</td>
<td></td>
</tr>
</tbody>
</table>

**Other lay members of the Council to make the total up to seven**

<table>
<thead>
<tr>
<th>Name</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Alexander</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Penny Egan (to 31.12.2022)</td>
<td>31.12.2024</td>
</tr>
<tr>
<td>Nigel Richards (from 01.01.23)</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Sally Plank</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Angus McCallum</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

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

**In attendance**

- The Director of Finance
- 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 term.

5. The quorum for meetings of the Scrutiny and Finance Committee shall be six members of whom four must be lay.
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  
Interim Director of Human Resources Claire Rolstone  
Marie Misselbrook

**Member Nominated Trustees**

Dr Kris Hamer  
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 Stephanie May  
Secretary The Pensions Officer (for whom Lisa Dodd / Heike Burnell act)

UREPF Investment Sub-Committee

(Chair) Steve Sherman  
Chair of the Board of Trustees Joanne Livingstone  
Sue Mott  
Mark Taylor

By Invitation  
Dr Kris Hamer  
Interim Director of Human Resources Claire Rolstone

In attendance  
The Pensions Officer Stephanie May  
Secretary The Pensions Officer (for whom Heike Burnell acts)

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

(Chair) Joanne Livingstone  
Two University appointed Trustees 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

<table>
<thead>
<tr>
<th>(Chair)</th>
<th>Joanne Livingstone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
<tr>
<td></td>
<td>Yanos Soubiseksi</td>
</tr>
</tbody>
</table>

In attendance

<table>
<thead>
<tr>
<th>Employer Representative</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Pensions Officer</td>
<td>Stephanie May</td>
</tr>
</tbody>
</table>

Secretary | The Pensions Officer (for whom Lisa Dodd/Heike Burnell act)

Student Experience Committee

Membership

<table>
<thead>
<tr>
<th>Chair (a lay member of the Council)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice-President of the Council (Chair)</td>
<td>Kate Owen</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Lay Member of Council</td>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td>Lay Member of Council</td>
<td>Penny Egan</td>
<td>31.12.2024</td>
</tr>
<tr>
<td>Lay Member of Council</td>
<td>Dr Christopher Shaw</td>
<td>31.12.2025</td>
</tr>
<tr>
<td>Lay Member of Council</td>
<td>Lola Moses</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Pro Vice Chancellor appointed by Council</td>
<td>Professor Elizabeth McCrum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor Peter Miskell</td>
<td></td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Director of Student Welfare and Academic Services, University of Reading Malaysia</th>
<th>Nandan Ramachandran</th>
</tr>
</thead>
<tbody>
<tr>
<td>PVC (Academic Planning and Resource)</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>Director of Student Services or nominee</td>
<td>Dr Paddy E Woodman</td>
</tr>
<tr>
<td>Teaching and Learning Dean appointed by the Council.</td>
<td>Professor Clare Furneaux</td>
</tr>
<tr>
<td>Dean for Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>Internal Communications (Student Engagement) Manager</td>
<td>Rachel McQuilliam</td>
</tr>
<tr>
<td>Chief Executive, RUSU</td>
<td>Ryan Bird</td>
</tr>
</tbody>
</table>

Secretary | Keith H. Swanson (appointed by the University Secretary)

Invitations will be made from time to time to other staff or student representatives for specific items.

Terms of Reference:
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 in each Term, 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**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Pro-Vice-Chancellors</td>
<td></td>
</tr>
</tbody>
</table>

**Dean Postgraduate Research Studies; Diversity and Inclusion**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Adrian Williams</td>
<td></td>
<td>Postgraduate Research Studies</td>
</tr>
<tr>
<td>Dr Allan Laville</td>
<td></td>
<td>and Researcher Development</td>
</tr>
</tbody>
</table>

**The Research Deans**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Adrian Bell</td>
<td></td>
<td>Prosperity and Resilience</td>
</tr>
<tr>
<td>Professor Carol Wagstaff</td>
<td></td>
<td>Health</td>
</tr>
</tbody>
</table>

**Teaching and Learning Deans**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Clare L. Furneaux</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Katja Strohfeldt</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Elected by and from amongst the Heads of Schools:**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor John Board</td>
<td></td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Professor Phil Dash</td>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td>Professor James Devenney</td>
<td></td>
<td>Law</td>
</tr>
<tr>
<td>Professor Richard Frazier</td>
<td></td>
<td>Chemistry Food and Pharmacy</td>
</tr>
<tr>
<td>Professor Helen Parish</td>
<td></td>
<td>Humanities</td>
</tr>
</tbody>
</table>

**Elected by and from amongst the Heads of Department or equivalent. Each member so elected shall hold office for up to three years and shall be re-eligible.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Katrina Bicknell</td>
<td></td>
<td>Chemistry, Food and Pharmacy</td>
</tr>
<tr>
<td>Dr Simon Clarke</td>
<td></td>
<td>Biological Sciences</td>
</tr>
<tr>
<td>Professor Keiichi Nakata</td>
<td></td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Dr John McKendrick</td>
<td></td>
<td>Chemistry, Food and Pharmacy</td>
</tr>
<tr>
<td>Professor Adrian Palmer</td>
<td></td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Professor Amy Smith</td>
<td></td>
<td>Humanities</td>
</tr>
<tr>
<td>Professor Ingo Bojak</td>
<td></td>
<td>Psychology and Clinical Language Sciences</td>
</tr>
<tr>
<td>Professor Rodney Jones</td>
<td></td>
<td>English Language and Applied Linguistics</td>
</tr>
<tr>
<td>Dr Tim Lees</td>
<td></td>
<td>Built Environment</td>
</tr>
</tbody>
</table>

**Elected by and from amongst the School Directors of Teaching and Learning. Each member so elected shall hold office for up to three years and shall be re-eligible.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Cindy Becker</td>
<td></td>
<td>Languages and Literature</td>
</tr>
<tr>
<td>Dr Sharon Sinclair-Graham</td>
<td></td>
<td>Law</td>
</tr>
<tr>
<td>Dr Tabarak Ballal</td>
<td></td>
<td>Built Environment</td>
</tr>
<tr>
<td>Dr David Marshall</td>
<td></td>
<td>Politics, Economics and International Relations</td>
</tr>
<tr>
<td>Professor David Stack</td>
<td></td>
<td>Humanities</td>
</tr>
</tbody>
</table>

**Elected by and from amongst the School Directors of Academic Tutoring: Each member so elected shall hold office for up to three years and shall be re-eligible.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Helen Bilton</td>
<td></td>
<td>Institute of Education</td>
</tr>
</tbody>
</table>

**Elected by and from amongst the UTFs. Each member so elected shall hold office for up to three years and shall be re-eligible.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Yota Dimitriadi</td>
<td></td>
<td>Institute of Education</td>
</tr>
<tr>
<td>Name</td>
<td>School/Division</td>
<td>Date</td>
</tr>
<tr>
<td>-----------------------------</td>
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<td>----------</td>
</tr>
<tr>
<td>Dr Karen Poulter</td>
<td>Mathematical Physical and Computational Sciences</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Professor Daniella La Penna</td>
<td>Literature and Languages</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Professor Sarah von Billerback</td>
<td>Politics, Economics and International Relations</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Andrew Urquhart</td>
<td>Henley Business School</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Professor Paul Williams</td>
<td>Mathematical, Physical and Computational Sciences</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Dr Gábor Thomas</td>
<td>Archaeology Geography and Environmental Sciences</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

*Elected by and from amongst the Research Division Leads: Each member so elected shall hold office for up to three years and shall be re-eligible.*

<table>
<thead>
<tr>
<th>Name</th>
<th>School/Division</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Paul Williams</td>
<td>Mathematical, Physical and Computational Sciences</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Dr Gábor Thomas</td>
<td>Archaeology Geography and Environmental Sciences</td>
<td>31.07.2025</td>
</tr>
</tbody>
</table>

*Elected by and from amongst the PDRAs: Each member so elected shall hold office for up to three years and shall be re-eligible.*

<table>
<thead>
<tr>
<th>Name</th>
<th>School/Division</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Vacancy</td>
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</tbody>
</table>

*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.*

<table>
<thead>
<tr>
<th>Name</th>
<th>School/Division</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Lloyd</td>
<td>Arts and Communication Design</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Ilan Dwek</td>
<td>Education</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Professor Annalisa Marzano</td>
<td>Humanities</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Ruvi Ziegler</td>
<td>Law</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Mary Morrissey</td>
<td>Literature and Languages</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Brian Turner</td>
<td>International Study and Language Institute</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Shixuan Wang</td>
<td>Politics, Economics and International Relations</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Shu-Ling Lui</td>
<td>Built Environment</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Hong Yang</td>
<td>Archaeology Geography and Environmental Science</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Professor Maarten Ambaum</td>
<td>Mathematical, Physical and Computational Sciences</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Professor Peter Dorward</td>
<td>Agriculture, Policy and Development</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Dr Chris Jones</td>
<td>Biological Sciences</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Professor Becky Green</td>
<td>Chemistry, Food and Pharmacy</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Dr Rachel McCloy</td>
<td>Psychology and Clinical Language Sciences</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Marrisa Joseph</td>
<td>Henley Business School</td>
<td>31.7.2024</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Students’ Union</td>
<td>Sheldon Allen</td>
</tr>
<tr>
<td>The Education Officer</td>
<td>Oscar Minto</td>
</tr>
<tr>
<td>The Welfare Officer</td>
<td>Poppy Lindsey</td>
</tr>
<tr>
<td>The Inclusion and Community Officer</td>
<td>Jem McKenzie</td>
</tr>
<tr>
<td>The Student Activities Officer</td>
<td>Harry Everitt</td>
</tr>
</tbody>
</table>

*Five members elected by and from amongst the registered students:*  

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chloe Fleming</td>
</tr>
<tr>
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<tr>
<td>----------------</td>
</tr>
<tr>
<td>Katerina Hadjistavri</td>
</tr>
<tr>
<td>Thomas Hudson</td>
</tr>
<tr>
<td>Akash Kumar</td>
</tr>
<tr>
<td>Vacancy</td>
</tr>
</tbody>
</table>

*Right of Attendance.*

<table>
<thead>
<tr>
<th>Penny Egan</th>
<th>Lay Member of Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Alt) Sally Plank</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dr Richard Messer</th>
<th>Chief Strategy Officer and University Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew Grice</td>
<td>Director of Finance</td>
</tr>
<tr>
<td>Sally Pellow</td>
<td>Reading UCU Branch President</td>
</tr>
<tr>
<td>Professor Wing Lam</td>
<td>Provost, UoRM</td>
</tr>
</tbody>
</table>

*Secretary*  
The University Secretary (for whom Louise Sharman acts)
### University Executive Board

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor (Chair)</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Pro-Vice-Chancellors</td>
<td></td>
</tr>
<tr>
<td>Chief Strategy Officer and University Secretary</td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td></td>
</tr>
</tbody>
</table>

**Secretary**  Louise V. Sharman (appointed by the University Secretary)

**Terms of Reference:**

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

1. **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;**

2. **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;**

3. **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;**

4. **Through its Academic Probation Review Sub-Committee, the confirmation, or otherwise, of probationary appointments for Academic Staff;**

5. **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.

### Prevent Duty Group

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chief Strategy Officer and University Secretary (Prevent Lead) (Chair)</td>
<td>Dr Richard Messer</td>
</tr>
<tr>
<td>Prevent Duty Compliance Officer</td>
<td>Melissa Willcox</td>
</tr>
<tr>
<td>A Head of School</td>
<td>Professor Uma Kambhampati</td>
</tr>
<tr>
<td>RUSU Inclusion &amp; Communities Officer</td>
<td></td>
</tr>
<tr>
<td>RUSU Welfare Officer</td>
<td></td>
</tr>
<tr>
<td>Assistant Director of HR</td>
<td>Susan Thornton</td>
</tr>
<tr>
<td>Head of Events</td>
<td>Aleiah Potter</td>
</tr>
<tr>
<td>Student Welfare Manager</td>
<td>Elaine Miles</td>
</tr>
<tr>
<td>Director of Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>Interim Campus Services Director</td>
<td>Marcus McDonnell</td>
</tr>
<tr>
<td>Director of CQSD</td>
<td>Keith H Swanson</td>
</tr>
<tr>
<td>By invitation</td>
<td></td>
</tr>
<tr>
<td>Prevent Regional HE/FE Coordinator, DfE</td>
<td>Alamgir Sheriyar</td>
</tr>
</tbody>
</table>

**Secretary**  Tasha Easton, Senior Governance 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;
3. To report to the University Executive Board

Academic Probation Review Sub-Committee

<table>
<thead>
<tr>
<th>Ex officio</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Pro-Vice-Chancellor (Education and Student Experience) <em>(Chair)</em></td>
<td>Professor Elizabeth McCrum</td>
</tr>
<tr>
<td>Pro Vice-Chancellor (Academic Planning and Resource)</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>Pro Vice-Chancellor (Research &amp; Innovation)</td>
<td>Professor Parveen Yaqoob</td>
</tr>
<tr>
<td>A Dean</td>
<td>Professor Adrian Bell</td>
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In attendance

<p>| |</p>
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<tr>
<td>A representative from Human Resources</td>
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Secretary

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<tbody>
<tr>
<td>Sarah Ceato (appointed by the University Secretary)</td>
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</table>
# Teaching and Learning

**University Board for Teaching, Learning and Student Experience**

<table>
<thead>
<tr>
<th><strong>Ex officio</strong></th>
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</thead>
<tbody>
<tr>
<td>The Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td></td>
</tr>
<tr>
<td>The Pro-Vice-Chancellors (Education and Student Experience)</td>
<td>Professor Elizabeth McCrum <em>(Chair)</em></td>
</tr>
<tr>
<td></td>
<td>Professor Peter Miskell</td>
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<table>
<thead>
<tr>
<th><strong>Teaching and Learning Deans</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Professor Clare L. Furneaux</td>
</tr>
<tr>
<td></td>
<td>Daniel Grant</td>
</tr>
<tr>
<td></td>
<td>Louise Hague</td>
</tr>
<tr>
<td></td>
<td>Professor Katja. Strohfeldt</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Chief Strategy Officer and University Secretary</strong></th>
<th>Dr Richard Messer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Director (Teaching and Learning) University of Reading Malaysia</td>
<td>Professor Anne Vergis</td>
</tr>
<tr>
<td>Academic Director (Teaching and Learning) NUIST Reading Academy</td>
<td>Daniela Standen</td>
</tr>
<tr>
<td>Director of Student Services</td>
<td>Dr Paddy E Woodman</td>
</tr>
<tr>
<td>Dean of Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>Director of the Centre for Quality Support and Development</td>
<td>Keith H.S. Swanson</td>
</tr>
<tr>
<td>The Education Officer of the Students’ Union (RUSU)</td>
<td></td>
</tr>
<tr>
<td>The Welfare Officer of the Students Union (RUSU)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>By invitation</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>Co-Chair of the Sub-Committee on Delivery and Enhancement of Learning and Teaching</td>
<td>Dr Karen Poulter</td>
</tr>
<tr>
<td>Co-Chair of the Committee on Student Experience and Development</td>
<td>Dr Alana James</td>
</tr>
<tr>
<td>Co-Chair of the University Programme Board</td>
<td>Professor Alan Howard</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Secretary</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Sandford, Senior Quality Support Officer (appointed by the University Secretary)</td>
<td></td>
</tr>
</tbody>
</table>

## Terms of Reference

1. 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;

2. To implement those elements of the University Strategy related to Education and Student Experience as recommended PVC(s) (Education and Student Experience);

3. To advise the University Executive Board on resource implications relating to teaching and learning, where appropriate;
<table>
<thead>
<tr>
<th></th>
<th>To articulate with the Committee on Researcher Development and Postgraduate Research Studies and with School Management Boards; and</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>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)</td>
</tr>
</tbody>
</table>
University Programmes Board

| Ex officio |
|------------|------------------|
| Co-Chairs  (A Teaching and Learning Dean) | Professor Katja. Strohfeldt |
| The other three Teaching & Learning Deans | Professor Alan. Howard |
| | Professor Clare L. Furneaux |
| | Louise Hague |
| | Daniel Grant |
| A Pro-Vice-Chancellor | Paul Inman |
| Director of CQSD | Keith H.S. Swanson |
| Director of Legal Services or nominee | Martha Brookes |
| Director of Marketing Communication and Engagement or nominee | Fiona Blair |
| Director of Teaching and Learning Operations and Advice or nominee | Charlotte Coleman |
| Head of Marketing and Campaigns | Kirsty Grant |
| Senior Admissions Manager | Anthony Keeble |
| Academic Director of Teaching and Learning UoRM | Professor Anne Vergis |
| Teaching and Learning Officer (HBS) | Zoe Churcher |
| RUSU Education Officer |  |

**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**

1. 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 on a regular basis as deemed appropriate using, inter alia, the UG and PGT criteria Toolkits.

2. In considering new programme proposals the Board will
   - Give advice and guidance on new and nascent programme proposals, including those involving international collaborations and at the MoU approval stage; and
   - Ensure that the Curriculum Framework is used to inform the development of any new programmes.

3. To monitor and review newly approved programmes two years after their introduction;
<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>4.</td>
<td>To keep under review the current programme approval processes and make recommendations for alterations as necessary</td>
</tr>
<tr>
<td>5.</td>
<td>To report to UBTLSE, the Global Engagement Strategy Board, the Recruitment and Admissions Steering Group, as necessary.</td>
</tr>
</tbody>
</table>
## Recruitment and Admissions Steering Group

### Ex Officio

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>Pro-Vice-Chancellor (International)*</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Dean of Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams</td>
</tr>
</tbody>
</table>

### Heads of School

<table>
<thead>
<tr>
<th>School</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture Policy and Development</td>
<td>Professor Simon Mortimer</td>
</tr>
<tr>
<td>Archaeology Geography and Environmental Science</td>
<td>Professor Steve Musson</td>
</tr>
<tr>
<td>Arts and Communication Design</td>
<td>Professor Trish Reid</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>Professor Phil Dash</td>
</tr>
<tr>
<td>Built Environment</td>
<td>Dr Tim Lees</td>
</tr>
<tr>
<td>Chemistry Food and Pharmacy</td>
<td>Professor Richard Frazier</td>
</tr>
<tr>
<td>Henley Business School</td>
<td>Professor John Board</td>
</tr>
<tr>
<td>Humanities</td>
<td>Professor Helen Parish</td>
</tr>
<tr>
<td>Institute of Education</td>
<td>Professor Carol Fuller</td>
</tr>
<tr>
<td>International Study and Language Institute</td>
<td>Professor David Carter</td>
</tr>
<tr>
<td>Law</td>
<td>Professor James Devenney</td>
</tr>
<tr>
<td>Literature and Languages</td>
<td>Professor Gail Marshall</td>
</tr>
<tr>
<td>Mathematical Physical and Computational Science</td>
<td>Professor Andrew Charlton-Perez</td>
</tr>
<tr>
<td>Psychology and Clinical Language Sciences</td>
<td>Professor Carmel Houston-Price</td>
</tr>
<tr>
<td>Politics Economics and International Relations</td>
<td>Professor Uma Kambhampati</td>
</tr>
<tr>
<td>Director of Student Services</td>
<td>Dr Paddy E Woodman</td>
</tr>
<tr>
<td>Director of Global Recruitment and Admissions</td>
<td>James Ackroyd</td>
</tr>
<tr>
<td>Director of Marketing Communication and Engagement</td>
<td>Fiona Blair</td>
</tr>
<tr>
<td>The President of the Students’ Union</td>
<td>Dr Cassie Moran</td>
</tr>
<tr>
<td>Planning Manager</td>
<td>Marie Misselbrook</td>
</tr>
</tbody>
</table>

### Right of Attendance

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Admissions</td>
<td>Kathryn Whittington</td>
</tr>
<tr>
<td>Head of Global Recruitment (International)</td>
<td>Andy Howman</td>
</tr>
<tr>
<td>Head of Global Recruitment (UK and Outreach)</td>
<td>Rachel South</td>
</tr>
<tr>
<td>Head of Marketing and Campaigns</td>
<td>Kirsty Grant</td>
</tr>
<tr>
<td>Senior Applicant Engagement Manager</td>
<td>Beth Reed</td>
</tr>
<tr>
<td>Head of Undergraduate Programmes (HBS)</td>
<td>Professor George Alexandridis</td>
</tr>
<tr>
<td>Director of Strategic Marketing (HBS)</td>
<td>Julia Massey</td>
</tr>
<tr>
<td>Head of Recruitment Marketing (HBS)</td>
<td>Chris Rice</td>
</tr>
<tr>
<td>Head of Global Partnerships</td>
<td>Steve Thomas</td>
</tr>
</tbody>
</table>

* Alternates for the Chair

**Secretary:** Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)
**Terms of Reference:**

1. **To**
   i) monitor admissions statistics during the recruitment and admissions cycle,
   ii) provide Heads of School with timely information where agreed student number targets are projected to be missed,
   iii) determine any significant in-year changes to recruitment or admissions approach following consultation with the relevant Head(s) of School;

2. To consider recommendations on, and formally approve, changes to entry standards for all undergraduate and post-graduate programmes, and English Language requirements for non-UK students, including incoming Study Abroad and ERASMUS students;

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

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

5. To report to the Planning and Change Board and the University Board for Teaching Learning and Student Experience as appropriate.
Sub-Committee on Delivery and Enhancement of Learning and Teaching

<table>
<thead>
<tr>
<th>Ex Officio</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint Chairs</td>
<td>Dr Karen Poulter</td>
</tr>
<tr>
<td>The Education Officer of the Students’ Union</td>
<td>Daniel Grant</td>
</tr>
<tr>
<td>The Welfare Officer of the Students’ Union</td>
<td></td>
</tr>
<tr>
<td>Director of Teaching and Learning Operations and Advice (or their nominee)</td>
<td>Charlotte Coleman-</td>
</tr>
<tr>
<td>A representative of the Library</td>
<td>Kerry Webb (alt:Dr Sonia Hood)</td>
</tr>
<tr>
<td>Chief Digital and Information Officer</td>
<td>Stuart Brown (alt:Steve Gough)</td>
</tr>
<tr>
<td>Head of Academic Development and Enhancement</td>
<td>Joy Collier</td>
</tr>
<tr>
<td>Director of Quality Support and Development</td>
<td>Keith H.S. Swanson</td>
</tr>
<tr>
<td>Head of Technology Enhanced Learning</td>
<td>Vicky Holmes</td>
</tr>
<tr>
<td>Head of Examinations and Graduation</td>
<td>Lesley Perry (alternate: Colin Baker)</td>
</tr>
<tr>
<td>Chair of the School Directors of Academic Tutoring Community of Practice</td>
<td>Dr Caroline Rymer</td>
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<thead>
<tr>
<th>Four members of the Academic Staff of the University</th>
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<tbody>
<tr>
<td>Dr Rob Banham</td>
<td>(alternate: Enza Siciliano Verruccio)</td>
</tr>
<tr>
<td>Dr Amanda Branson</td>
<td>(alternate: Rav Savania)</td>
</tr>
<tr>
<td>Professor Tabarak Ballal</td>
<td>(alternate: Dr Stuart Black)</td>
</tr>
<tr>
<td>Dr Andrew Hull</td>
<td>(alternate: Melanie Jay)</td>
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<tr>
<th>Right of Attendance</th>
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<tbody>
<tr>
<td>A Pro-Vice-Chancellor</td>
<td>Professor Elizabeth McCrum or Professor Peter Miskell</td>
</tr>
<tr>
<td>Dean of Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>A representative from the University of Reading Malaysia</td>
<td>Esther Chang</td>
</tr>
<tr>
<td>Acting Dean of Henley Business School</td>
<td>Professor Elena Beleska-Spasova</td>
</tr>
<tr>
<td>Academic Director of Teaching and Learning, NUIST-Reading Academy</td>
<td>Daniela Standen</td>
</tr>
</tbody>
</table>

| 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 University’s Teaching and Learning Strategy, to coordinate and promote the enhancement of teaching and learning in the University;
2. To monitor and, as necessary, review all policy relating to teaching, learning and assessment so that academic quality and standards are maintained across the institution;
3. To consider the impact of information services in teaching and learning and ensure that these are appropriately aligned with the University Teaching and Learning Strategy;
4. To advise and report to the University Board for Teaching Learning and Student Experience.

The Sub-Committee will meet up to three times each term.
Committee on Student Experience and Development

<table>
<thead>
<tr>
<th><strong>Ex Officio</strong></th>
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<tbody>
<tr>
<td>A Teaching and Learning Dean</td>
<td>Professor Clare L. Furneaux</td>
</tr>
<tr>
<td>An SDTL Co-Chairs</td>
<td>Dr Alana James</td>
</tr>
<tr>
<td>Two representatives from the Students’ Union Activities Officer of the Students’ Union Welfare Officer of the Students’ Union (alternate: Education Officer of the Students’ Union)</td>
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<tr>
<td>RUMSA President, University of Reading Malaysia</td>
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<tr>
<td>Director of Student Services</td>
<td>Dr Paddy E. Woodman</td>
</tr>
<tr>
<td>Director of Student Welfare and Academic Services, UoRM</td>
<td>Nandan Ramachandran</td>
</tr>
<tr>
<td>Director of Campus Commerce (Alt: Matthew Tebbit)</td>
<td>Matthew White</td>
</tr>
<tr>
<td>Chairs of School Directors of Academic Tutoring (SDAT) CoP</td>
<td>Professor Jane Setter</td>
</tr>
<tr>
<td>A representative of MCE (Advance Team) (Alt: Gemma O’Connell)</td>
<td>Jennifer Rich</td>
</tr>
<tr>
<td>The University Chaplain and Chaplaincy Team Coordinator</td>
<td>Revd Mark D. Laynesmith</td>
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<tr>
<th><strong>Five Members of Academic Staff</strong></th>
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<tbody>
<tr>
<td>Social Science cluster (and London Road rep)</td>
<td>Dr Andrew Happle (alt: Life Science and Science clusters)</td>
</tr>
<tr>
<td>Dr Calvin Smith (alt: )</td>
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<tr>
<td>Henley Business School</td>
<td>Dr Marissa Joseph (alt: )</td>
</tr>
<tr>
<td>Arts and Humanities cluster:</td>
<td>Christine Ellison (alt: Dr Simone Knox)</td>
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<tr>
<td>ISLI representative</td>
<td>Dr Mark. Peace (alt: Daniela Standen)</td>
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<tr>
<th><strong>Rights of Attendance</strong></th>
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<tbody>
<tr>
<td>The Pro-Vice-Chancellor(s) (Education and Student Experience)</td>
<td></td>
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<tr>
<td>President of the Students’ Union</td>
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</tbody>
</table>

| **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:

1. Having regard to the diversity of our students, to take an institutional overview of the University’s support for students and to identify opportunities to enhance the student experience (other than in direct academic contexts)

2. To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of activities in terms of students’ personal and professional development to enable them to reach their full potential

3. To monitor activities and data relating to both the student experience and the employability of students, and to make recommendations for policy change that will promote and enhance the delivery of the University’s objectives in these areas

4. To measure the impact of enhancement activities

5. To advise and report to the University Board for Teaching Learning and Student Experience

The Committee will meet twice a term.
Committee for Infrastructure in Learning and Teaching

<table>
<thead>
<tr>
<th>Chair</th>
<th>Professor Katja Strohfeldt</th>
<th>Teaching and Learning Dean</th>
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<tbody>
<tr>
<td>Co-Chairs of SCELTI</td>
<td>Professor Phil Dash</td>
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<td></td>
<td>Louise Hague</td>
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<tr>
<td>Chief Digital and Information Officer</td>
<td>Stuart Brown</td>
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<tr>
<td>Strategy and Space Management Director</td>
<td>David Wallace</td>
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<tr>
<td>Finance Business Partner</td>
<td>Rachel Savin</td>
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<tr>
<td>Teaching and Learning Project Manager</td>
<td>Vacancy</td>
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<tr>
<td>Head of Technology Enhanced Learning</td>
<td>Vicky Holmes</td>
<td></td>
</tr>
<tr>
<td>Head of Academic Development and Advancement</td>
<td>Joy Collier</td>
<td></td>
</tr>
<tr>
<td>Director ULCS &amp; University Librarian</td>
<td>Stuart Hunt</td>
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<tr>
<td>Head of Timetabling and Room Bookings</td>
<td>Elizabeth Evans</td>
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</tr>
<tr>
<td>Representative from the Students’ Union</td>
<td>The Education Officer of the Students’ Union (alternate: Any other Sabbatical officer of the Students’ Union)</td>
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<tr>
<td>Standing Invitation</td>
<td>SCELTI Secretary, Quality Support Officer, CQSD-QAP</td>
<td>Melissa Holland</td>
</tr>
<tr>
<td>Secretary</td>
<td>Allison Penn/Nathan Shaw, Senior Quality Support Officers (appointed by the University Secretary)</td>
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(Reports to the Sub-Committee on Delivery and Enhancement of Teaching and Learning and to the Estates and Environment Committee)

Terms of Reference

1. To assess short and medium-term requirements for teaching infrastructure (space and technology) in the University, together with all related operational aspects and policy developments

2. From time to time, to consider longer term pedagogic impact on teaching and learning, and its implications for teaching and learning infrastructure, and to feed in to institutional longer term planning

3. To consider the impact of changes in the teaching and learning environment and, as a result, work with SCELTI to devise and implement strategies to ensure most effective use of the University’s teaching infrastructure

4. To devise and implement mechanisms to effectively monitor the usage of University teaching infrastructure

5. To oversee the improvements to and the accessibility of our teaching and learning infrastructure through investment in space, furniture, fittings, technology and related services

6. To oversee relevant budgets for teaching infrastructure, including fixed and variable capital expenditure, and set guidance and priorities for spend

The Committee will report to the University Board for Teaching, Learning and Student Experience (UBTLSE) for onward reporting to the Estates Committee (EC) and the University Executive Board (UEB).
### Online Courses Advisory Group

<table>
<thead>
<tr>
<th>Chair</th>
<th>Pro-Vice-Chancellor (Education and Student Experience)</th>
<th>Professor Peter Miskell</th>
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<tr>
<td></td>
<td>Head of Technology Enhanced Learning</td>
<td>Vicki Holmes</td>
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<td></td>
<td>Online Courses Programme Manager</td>
<td>Nicky McGirr</td>
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**Academic Representatives**

<table>
<thead>
<tr>
<th>Research Dean</th>
<th>Professor Adrian Bell</th>
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<tr>
<td>Teaching and Learning Dean</td>
<td>Daniel Grant</td>
</tr>
<tr>
<td></td>
<td>Professor Helen Bilton (Institute of Education)</td>
</tr>
<tr>
<td></td>
<td>Professor Elisabeth Wilding (International Study and Language Institute)</td>
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<td></td>
<td>Dr Andrew Ainslie (Agriculture Policy and Development)</td>
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<td>Dr Sarah Allman (Chemistry, Food &amp; Pharmacy)</td>
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**Function Representatives**

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<tr>
<th>Marketing and Engagement Business Partner</th>
<th>Lucy Petch</th>
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<tr>
<td>Global Recruitment ((International)</td>
<td>Orem Ozsoy</td>
</tr>
<tr>
<td>Global Recruitment (UK)</td>
<td>Amy Fairbrother</td>
</tr>
<tr>
<td>Director of Student Success and Engagement</td>
<td>Anne-Marie Henderson</td>
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</tbody>
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**Right of Attendance**

| Senior Digital Learning Producer          | Anastasia Rattigan                             |

**Secretary**

Katie Smith, Senior Governance Officer *(appointed by the University Secretary)*

**Terms of Reference**

1. Advise on the direction of the University’s programme of online courses, ensuring alignment with the broader University Strategy and priorities
2. Identify and provide feedback on new opportunities and ideas
3. Review and act as a critical friend with regards to progress and developments
4. Champion and raise awareness of the Online Courses Programme in University forums

The Online Courses Advisory Group reports to the Sub-Committee on Delivery and Enhancement of Learning and Teaching (DELT)
Research

University Board for Research and Innovation

Ex officio

<table>
<thead>
<tr>
<th>The Pro-Vice-Chancellor (Research and Innovation) (Chair)</th>
<th>Professor Dominik Zaum Professor Parveen Yaqoob</th>
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<tbody>
<tr>
<td>Pro-Vice-Chancellor (Academic Planning and Resource)</td>
<td>Professor Mark Fellowes</td>
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The Research Deans

| Professor John Gibbs                                   | Heritage & Creativity                           |
| Professor Rowan Sutton                                  | Environment                                     |
| Professor Carol. Wagstaff                               | Agriculture Food and Health                     |
| Professor Adrian Bell                                   | Prosperity & Resilience                         |

The Dean for Postgraduate Research Studies and Researcher Development

| Chair of the Research Staff Committee                   | Vacancy                                          |
| Director of Research Services                           | Dr Anne-Marie van Dodeweerd                     |
| Finance Business Partner                                 | Anne-Marie West                                 |
| University Librarian                                    | Stuart Hunt                                     |

Two Academic Members appointed by Senate

| Professor Daniella La Penna                             | 31.07.2024                                      |
| Professor Richard Frazier                                | 31.07.2023                                      |
| Early Career Researcher                                  | Dr 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 (REF, GCRF, Research Infrastructure, HEIF)

2. Oversees engagement with sector-wide developments (eg consultations)

3. Challenge and support for research leadership

Terms of Reference:

1. To monitor and evaluate the implementation of the research strategy, approve plans from relevant committees, and monitor progress towards key research performance indicators.
2. To monitor and evaluate the development and implementation of open research policies, processes, and systems; and approve significant changes to them.

3. To monitor and support preparations for the University’s submission to the Research Excellence Framework, and the Knowledge Exchange Framework (KEF).

4. To support and monitor the implementation of researcher training and development, including of PGR students, and approve relevant strategies.

5. To monitor the University’s systems and processes for research integrity, monitor compliance with the Concordat on Research Integrity, and approve changes to relevant structures and processes.

6. To oversee and support the University’s engagement with national and international developments in research and innovation, and on relevant consultations, including their approval (including, if necessary due to timing, outside formally scheduled meetings).

7. To approve the annual plans for the use of RETF and other internal research funds, and monitor and evaluate their contribution to the research strategy.

8. To maintain oversight of the activities of its reporting committees, and undertake and advisory role as appropriate.

9. To meet on a quarterly basis
**University Committee for Research and Innovation**

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<td>The Pro-Vice-Chancellor (Research and Innovation) (Chair)</td>
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<td>Professor Dominik Zaum</td>
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**The Research Deans**

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<tbody>
<tr>
<td>Professor Roberta Gilchrist</td>
<td>Heritage &amp; Creativity</td>
</tr>
<tr>
<td>Professor John Gibbs</td>
<td>Heritage &amp; Creativity</td>
</tr>
<tr>
<td>Professor Rowan Sutton</td>
<td>Environment</td>
</tr>
<tr>
<td>Professor Tom Oliver</td>
<td>Environment</td>
</tr>
<tr>
<td>Professor Carol Wagstaff</td>
<td>Food and Health</td>
</tr>
<tr>
<td>Professor Adrian Bell</td>
<td>Prosperity &amp; Resilience</td>
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<tr>
<td>The Dean for Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>Head of Planning and Reporting</td>
<td>Dr Nathan Helsby</td>
</tr>
<tr>
<td>Project Manager 2020 Research Plan/Research Strategy</td>
<td>Wanda Tejada</td>
</tr>
<tr>
<td>Director of Research Services</td>
<td>Dr Anne-Marie van Dodeweerd</td>
</tr>
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</table>

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.

**The Committee will meet fortnightly.**

**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
### Committee on Researcher Development and Postgraduate Research Studies

#### Membership

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Dean of Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams (Chair)</td>
</tr>
<tr>
<td>Director of Graduate School Services</td>
<td>Dr Elena Bedisti</td>
</tr>
<tr>
<td>A Research Dean</td>
<td>Professor Rowan Sutton</td>
</tr>
<tr>
<td>A Teaching and Learning Dean</td>
<td>Vacancy</td>
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<tr>
<td><strong>Two School Directors of Postgraduate Research Studies</strong></td>
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<td></td>
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<tr>
<td>Chair of Research Staff Committee</td>
<td>Dr Graeme Cottrell</td>
</tr>
<tr>
<td></td>
<td>Dr Richard Blakemore</td>
</tr>
<tr>
<td>Staff Development Manager (Leadership and Research Staff Development)</td>
<td>Lynn Moore</td>
</tr>
<tr>
<td><strong>2 members of staff (appointed through open competition)</strong></td>
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<td>Vacancy</td>
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<td>Vacancy</td>
</tr>
<tr>
<td>Researcher Development Project Officer</td>
<td>Sue Glover</td>
</tr>
<tr>
<td>PGR Recruitment and Marketing Officer</td>
<td>Jonathan Lloyd</td>
</tr>
<tr>
<td>HR Partner</td>
<td>Rachel Thorns</td>
</tr>
<tr>
<td>1 PGR student representative</td>
<td>Raheem Aminu (RUSU PGR Part time Officer)</td>
</tr>
</tbody>
</table>

Other officers may be invited to attend for discussion of particular items

**Secretary** Dr Lucy Fletcher (Doctoral Students 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. To devise and implement strategies to support the development of early career researchers; both research staff and those on T&R contracts.
2. To oversee the implementation of the new Researcher Development Concordat, including reporting annually on progress to UEB and Council.
3. 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.
4. To consider a range of management information relating to PGR students and to monitor success against internal and external indicators and targets.
5. To oversee Doctoral Training Partnership provision, and the allocation and award of PGR studentships across the University.
6. 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.

7. The Committee will meet termly

Committee on Open Research and Research Integrity

| Membership |
|-------------------|-------------------|
| **Chair**         | Pro-Vice Chancellor (Research and Innovation) |
|                   | Professor Parveen Yaqoob |
| A Research Dean   | 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 V. Sharman |

2 members of staff appointed through open competition

- Academic Representative Dr Etienne Roesch
- Academic Representative Professor Philip Beaman
- Head of Quality Assurance in Research Dr Mike Proven
- A representative of IT Dr Maria Broadbridge
- Open Research Champion Dr Cristiana Bercea

Other officers may be invited to attend for discussion of particular items

Secretary | Katie Smith, Senior Governance Officer

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:
1. To have overall responsibility for institutional policies and procedures in relation to open research, research integrity (including the concordat) and research ethics, ensuring that these are fit for purpose and compliant with statutory and funder requirements.

2. To embed open research into university management and processes.

3. To support the development of effective communications and direct engagement activities relating to open research.

4. To oversee the strategic allocation of open access funds and monitor engagement.

5. To engage with open research developments nationally and internationally and promote the adoption of appropriate innovative practices.

6. To fulfil the reporting requirements relating to the concordat for research integrity.

7. The Committee will meet termly.

Committee for Research Infrastructure

<table>
<thead>
<tr>
<th>Chair</th>
<th>Research Dean</th>
<th>Professor Carol Wagstaff</th>
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<tbody>
<tr>
<td>Research Dean</td>
<td>Professor Tom Oliver</td>
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<tr>
<td>Director of CAF</td>
<td>Professor Gunter Kuhnle</td>
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<tr>
<td>Director of CINN Imaging</td>
<td>Professor Anastasia Christakou</td>
<td></td>
</tr>
<tr>
<td>Head of Research Services or their nominee</td>
<td>Dr Anne-Marie Van Dodeweerd</td>
<td></td>
</tr>
<tr>
<td>Director of Estates or their nominee</td>
<td>Andrew Casselden (or Emilia McDonald)</td>
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<tr>
<td>Chief Digital and Information Officer</td>
<td>Stuart Brown</td>
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<tr>
<td>Head of Technical Services</td>
<td>Dr Karen Henderson</td>
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<tr>
<td>A Senior Research Accountant</td>
<td>Anne Marie West</td>
<td></td>
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<tr>
<td>Representative of UMASCS</td>
<td>Guy Baxter</td>
<td></td>
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<tr>
<td>Health and Safety Services Director or nominee</td>
<td>Jenny Mcgrother (or Jonathan Ridgeon)</td>
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<tr>
<td>Directors of BESS</td>
<td>Dr Eugene McSorley</td>
<td>Dr Steven Bosworth</td>
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<tr>
<td>Representative of REDCap</td>
<td>Dr Robert Darby</td>
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<tr>
<td>Two members of staff appointed through open competition</td>
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<td></td>
<td>Professor Jon Gibbins</td>
<td>Dr Luke Bell</td>
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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

1. To assess short and medium term requirements for research infrastructure in the University, together with all related operational aspects;
2. 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

3. To make recommendations to UCRI for the allocation of the University’s Research Infrastructure annual fund;

4. 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;

5. Lead the engagement and response to national research infrastructure initiatives

6. The Committee will meet termly

University Committee for Research Impact Partnerships and Engagement

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<th>Ex officio</th>
<th>Chair</th>
<th>The Pro-Vice-Chancellor (Research and Innovation)</th>
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<td></td>
<td></td>
<td>Professor Dominik Zaum</td>
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<tr>
<td>Professor Roberta Gilchrist</td>
</tr>
<tr>
<td>Professor Carol Wagstaff</td>
</tr>
</tbody>
</table>

| 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

<table>
<thead>
<tr>
<th>Secretary</th>
<th>Paul Simmons, Planning and Strategy Data Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Professor Len Shaffrey</td>
</tr>
<tr>
<td></td>
<td>Professor Hilary Geoghegan</td>
</tr>
</tbody>
</table>

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Professor Helen Parish</td>
<td>(Co-Chair)</td>
</tr>
<tr>
<td>Dr Mark Dallas</td>
<td>(Co-Chair)</td>
</tr>
</tbody>
</table>

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 RUSU Student Officer, normally the President.

<table>
<thead>
<tr>
<th>Ex officio</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor (Chair)</td>
</tr>
<tr>
<td>Alternate: Any Pro-Vice Chancellor who has not had any previous involvement.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Appointed by Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter, Erskine</td>
</tr>
<tr>
<td>Lola Moses</td>
</tr>
<tr>
<td>Dr John Wilkins</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Appointed by Senate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Andrew Bicknell</td>
</tr>
<tr>
<td>Dr Stuart Black</td>
</tr>
<tr>
<td>Professor David Brauner</td>
</tr>
<tr>
<td>Professor Becky Green</td>
</tr>
<tr>
<td>Dr Eugene McSorley</td>
</tr>
<tr>
<td>Professor Helen Osborn</td>
</tr>
<tr>
<td>Dr Mike Proven</td>
</tr>
<tr>
<td>Rav Savania</td>
</tr>
<tr>
<td>Professor Libby Schweber</td>
</tr>
<tr>
<td>Professor Simon Sherratt</td>
</tr>
<tr>
<td>Dr Calvin Smith</td>
</tr>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
</tbody>
</table>

| 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 RUSU, which shall normally be the Education Officer, a Teaching and Learning Dean and one School Director of Teaching and Learning or a School Director of Academic Tutoring from another School.

**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 Teaching and Learning Deans |
| The School Directors of Teaching and Learning |
| The School Directors of Academic Tutoring |
| The Student’s Union (RUSU) Full-time Student Officers |

**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 RUSU, which shall normally be the Education Officer, and two School Directors of Teaching and Learning. The School Director of Teaching and Learning who is responsible for the module in which the student allegedly committed academic misconduct, or the student’s programme, shall not be a panel member.

**Ex Officio**

| Teaching and Learning Dean (Louise Hague) (Chair) |
| Alternate: A Teaching and Learning Dean or senior academic with experience of academic misconduct processes. |
| A Teaching and Learning Dean shall not be Chair if they have advised the School Director of Teaching Learning on the student’s case at any stage of the procedures. |
| The School and Department Directors of Teaching and Learning |
| The Students’ Union (RUSU) Full-time Student Officers |

**Secretary** Rachel Willis (appointed by the University Secretary)

**Terms of Reference:**
The Committee is responsible for:

1. Considering cases of alleged misconduct which have been referred to the Committee, and for imposing penalties on those students found to have committed offences of academic misconduct.

2. Considering appeals of penalties imposed by the School Directors of Teaching and Learning for academic misconduct. The Committee shall only consider an appeal if the student submits a statement of appeal within seven calendared days from being informed of the penalty that has been imposed by the School Director of Teaching and Learning.

Standing Committee on Examination Results

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

<table>
<thead>
<tr>
<th>Ex officio</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Pro-Vice-Chancellor (Chair)</td>
<td></td>
</tr>
<tr>
<td>Alternative: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Committee members</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
<tr>
<td>Dr Andrew Bicknell                    31.07.2023</td>
</tr>
<tr>
<td>Professor David Brauner               31.07.2023</td>
</tr>
<tr>
<td>Professor Paul Glaister               31.07.2024</td>
</tr>
<tr>
<td>Dr Mike Fry                           31.07.2023</td>
</tr>
<tr>
<td>Professor Richard Harris              31.07.2024</td>
</tr>
<tr>
<td>Melanie Jay                          31.07.2024</td>
</tr>
<tr>
<td>Dr Paul Jenkins                      31.07.2024</td>
</tr>
<tr>
<td>Dr Marissa Joseph                    31.07.2024</td>
</tr>
<tr>
<td>Dr Tim Lees                          31.07.2023</td>
</tr>
<tr>
<td>Dr Eugene McSorley                    31.07.2023</td>
</tr>
<tr>
<td>Amanda Millmore                      31.07.2024</td>
</tr>
<tr>
<td>Professor David Oderberg             31.07.2023</td>
</tr>
<tr>
<td>Professor Helen Osborn               31.07.2023</td>
</tr>
<tr>
<td>Dr Karen Poulter                     31.07.2023</td>
</tr>
<tr>
<td>Professor Jane Setter                31.07.2023</td>
</tr>
<tr>
<td>Sharon Sinclair-Graham                31.07.2024</td>
</tr>
<tr>
<td>Dr Calvin Smith                      31.07.2024</td>
</tr>
<tr>
<td>Daniela Standen                      31.07.2024</td>
</tr>
<tr>
<td>Professor Charles Sutcliffe           31.07.2024</td>
</tr>
</tbody>
</table>

| 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 RUSU, which shall normally be the Welfare, a Teaching and Learning Dean and a registered member of the relevant profession from within the University who has not previously been involved with the case and a registered member of the relevant profession from outside the University.

<table>
<thead>
<tr>
<th>Ex Officio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Parveen Yaqoob, Deputy Vice-Chancellor <em>(Chair)</em></td>
</tr>
<tr>
<td>Alternate: Any Pro-Vice-Chancellor who has not had any previous involvement in determining the result.</td>
</tr>
<tr>
<td>The Teaching and Learning Deans.</td>
</tr>
<tr>
<td>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);</td>
</tr>
<tr>
<td>A registered member of the relevant profession from outside the University</td>
</tr>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
</tbody>
</table>

**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 serious misconduct. The panel shall be drawn from the membership of the Committee and shall comprise the Chair, a Student Officer from RUSU, which shall normally be the Welfare Officer and one School Director of Teaching and Learning.

<table>
<thead>
<tr>
<th>Ex Officio</th>
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<tbody>
<tr>
<td>Mr Rav Savania <em>(Chair)</em></td>
</tr>
<tr>
<td>Alternate: Any Teaching and Learning Dean who has not had any previous involvement in determining the result.</td>
</tr>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
<tr>
<td>The School Directors of Teaching and Learning</td>
</tr>
</tbody>
</table>

**Secretary**  Melissa Willcox (appointed by the University Secretary)

**Terms of Reference:**

Cases of serious student misconduct may be referred to the Student Disciplinary Committee if it is deemed appropriate by the Dean of Student Discipline. The Committee will consider the allegation and has the power to impose penalties set out in the procedures.
### Misconduct Appeals Committee

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

<table>
<thead>
<tr>
<th>Ex Officio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Clare Furneaux (Teaching and Learning) <em>(Chair)</em></td>
</tr>
<tr>
<td>Alternate: Any Teaching and Learning Dean</td>
</tr>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
<tr>
<td>The School Directors of Academic Tutoring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melissa Willcox (appointed by the University Secretary)</td>
</tr>
</tbody>
</table>

**Terms of Reference:**

The Committee shall, at the student’s request and in accordance with its procedures, consider appeals of penalties imposed for instances of student misconduct. Appeals against penalties for serious misconduct shall be considered by the Student Appeals Committee.

### University Standing Committee on Special Cases (USCSC)

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

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

<table>
<thead>
<tr>
<th>Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be appointed by the Director of Student and Applicant Services</td>
</tr>
</tbody>
</table>

**Terms of Reference:**

The Committee shall, in accordance with its procedures, consider extenuating circumstances requests submitted by students which have been appropriately submitted via an Extenuating Circumstances Form (ECF) and within the relevant timescales. The Committee will also receive the recommendation of the relevant School Director of Academic Tutoring.
Extenuating Circumstances Appeal Board

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

<table>
<thead>
<tr>
<th>Ex Officio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Teaching and Learning Dean (Chair)</td>
</tr>
<tr>
<td>A School or Department Director of Academic Tutoring</td>
</tr>
<tr>
<td>The Students’ Union (RUSU) Full-time Student Officers</td>
</tr>
<tr>
<td>Secretary</td>
</tr>
</tbody>
</table>

Terms of Reference:
The Appeal Board shall, in accordance with its procedures, consider the appeals against extenuating circumstances requests submitted by students who are dissatisfied with the outcome of their ECF. The Committee will also receive the response of the relevant decision maker (School Director of Academic Tutoring or the Chair of USCSC) to the appeal.
## Ethics Committees

### Animal Welfare and Ethical Review Body

<table>
<thead>
<tr>
<th>Membership</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment Licence Holder (Chair)</td>
<td>Dr Richard Messer</td>
</tr>
<tr>
<td>Independent External Lay Member</td>
<td>Dr Geoff Botting</td>
</tr>
<tr>
<td>NACWO (Small Animals)</td>
<td>Andrew Cripps</td>
</tr>
<tr>
<td>Independent External Lay Member</td>
<td>Dr Juliet Dukes</td>
</tr>
<tr>
<td>Head of School, Biological Sciences (or nominee)</td>
<td>Dr Dyan Sellayah</td>
</tr>
<tr>
<td>NACWO (Large Animals)</td>
<td>Mr Colin Green</td>
</tr>
<tr>
<td>Director of Technical Services</td>
<td>Dr Karen Henderson</td>
</tr>
<tr>
<td>NACWO (Large Animals)</td>
<td>David Humphries</td>
</tr>
<tr>
<td>NACWO (Large Animals)</td>
<td>Barney Jones</td>
</tr>
<tr>
<td>NVS (Small Animals)</td>
<td>Dr Maggie Lloyd</td>
</tr>
<tr>
<td>Head of the School of Agriculture, Policy and Development</td>
<td>Professor Simon Mortimer</td>
</tr>
<tr>
<td>Head of Quality Assurance in Research</td>
<td>Dr Mike Proven</td>
</tr>
<tr>
<td>NACWO (Small Animals)</td>
<td>Cheryl Yalden</td>
</tr>
<tr>
<td>NACWO (Large Animals)</td>
<td>Chris Trower</td>
</tr>
<tr>
<td>NVS (Large Animals)</td>
<td>Professor Claire Williams</td>
</tr>
<tr>
<td>Head of the School of Psychology and Clinical Language Sciences (or nominee)</td>
<td>Professor Richard Frazier</td>
</tr>
</tbody>
</table>

### In attendance

| Press Officer                                                             | Nancy Mendoza                                                     |

| Secretary                                                                 | Louise V. Sharman, (Head of Governance)                         |

## Fundraising Ethics Committee

<table>
<thead>
<tr>
<th>A member of the University Executive Board and Chair</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Pro Vice Chancellor (Research and Innovation)</td>
<td>Professor Dominik Zaum</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A lay member of the Council</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sally Plank</td>
<td>31.07.2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>An Ethics Specialist</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor (Henley Business School)</td>
<td>Professor Kleio Akrivou</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A Dean</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Research (Prosperity and Resilience)</td>
<td>Professor Adrian Bell</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Two Heads of School</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of the School of Agriculture, Policy and Development</td>
<td>Professor Simon Mortimer</td>
</tr>
<tr>
<td>Head of the School of Literature and Languages</td>
<td>Professor Gail Marshall</td>
</tr>
</tbody>
</table>

### In attendance

<table>
<thead>
<tr>
<th>Director of Alumni and Supporter Engagement</th>
<th>Dylan Parkes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Development Alumni Relations &amp; Engagement, Henley Business School</td>
<td>Jean-Pierre. Choulet</td>
</tr>
</tbody>
</table>
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) To consider any strategic, financial, legal, ethical and reputational issues associated with the gift or proposed gift;
   (ii) To determine whether the gift in question may be accepted or, proposed gift solicited.

3. If subsequent events (including the availability of new information) so require, the University may, at the discretion of the Fundraising Ethics Committee, review and reconsider previous decisions to solicit or accept particular donations. The response to such circumstances shall be transparent and proportionate.

Research Ethics Committee

Eight members appointed by the Senate

<table>
<thead>
<tr>
<th>Vacancy</th>
<th>31.07.2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Anastasia Christakou</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Rosemary Lim</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Eugene McSorley</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Professor Julie Lovegrove (Joint Chair)</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Ilan Dwek</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Professor Sarah Brewer</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Dr Kim Jackson</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>

Appointed by Council

| Dr Geoff Botting (Joint Chair) | 31.07.2025 |

Vacancy

Other members appointed by the University Research Ethics Committee

| Dr Mike Proven | |
| 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 (RUSU) | |

Secretary

| Dr Mike Proven (appointed by the University Secretary) | |

Terms of Reference:

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

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

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

Reports to the Senate.
# Campus Facilities Committees

## Hospitality and Accommodation Committee

### Ex officio

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro Vice Chancellor (Education and Student Experience) (Chair)</td>
<td>Professor Peter Miskell</td>
</tr>
<tr>
<td>A Teaching and Learning Dean</td>
<td>Professor Clare Furneaux</td>
</tr>
<tr>
<td>Director of Estates or nominee</td>
<td>David Wallace</td>
</tr>
<tr>
<td>Director of Student Services</td>
<td>Dr Paddy E. Woodman</td>
</tr>
<tr>
<td>Warden or Warden Liaison Officer</td>
<td>Dr Andrew Happle 31-07-2024</td>
</tr>
<tr>
<td>The Welfare Officer of the Students’ Union (RUSU) Alt: Education Officer of the Students’ Union (RUSU)</td>
<td>Kathrynn Whittington</td>
</tr>
</tbody>
</table>

### Three members of the Academic Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor John Board</td>
<td></td>
</tr>
<tr>
<td>Dr Daniel Lamport</td>
<td></td>
</tr>
<tr>
<td>Dr Giuseppe Nocella</td>
<td></td>
</tr>
</tbody>
</table>

### In attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matthew White</td>
<td>Director of Campus Commerce</td>
</tr>
<tr>
<td>Andrew Mathias</td>
<td>Accommodation Contract Management Office General Manager</td>
</tr>
<tr>
<td>Martin Batt</td>
<td>Head of Retail and Hospitality Catering</td>
</tr>
<tr>
<td>Dereck St Clair</td>
<td>Head of Hotel Services (Greenlands)</td>
</tr>
<tr>
<td>Matthew Tebbit</td>
<td>Head of Residential Catering and Bars</td>
</tr>
<tr>
<td>Fiona Evans</td>
<td>Head of Conference and Events</td>
</tr>
<tr>
<td>Rachel Savin</td>
<td>Finance Business Partner</td>
</tr>
<tr>
<td>Rachel McQuilliam or Pete Bryant</td>
<td>Internal Communications (Student Engagement) Manager or the Staff Engagement Manager</td>
</tr>
<tr>
<td>Molli Cleaver</td>
<td>Community Relations Officer</td>
</tr>
</tbody>
</table>

### 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 to
   a) accommodation provision and
   b) if the undergraduate guarantee of accommodation is to be modified;
   The operation of the contract for the forthcoming year including confirmation of the Lease Service Charge for retained services provided by the University

2. To discuss and decide on the annual over-subscription strategy;

3. To discuss future halls development (both new build and specific refurbishments) and make recommendations to the University Execution Board;

4. To lead on in the annual rent setting process

5. To receive proposals and advise on any programmes or courses that have specific accommodation needs

6. To consider Student Accommodation related issues and complaints;
<table>
<thead>
<tr>
<th>Catering and Venue Reading</th>
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<tbody>
<tr>
<td>7</td>
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<tr>
<td>General</td>
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<td>13</td>
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</tbody>
</table>
## Estates Committee

<table>
<thead>
<tr>
<th>Chair</th>
<th>The Chief Strategy Officer and University Secretary</th>
<th>Dr Richard Messer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dean of the Henley Business School</td>
<td>Professor John Board</td>
</tr>
<tr>
<td>Four Heads of School including at least one based at London Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>School of Biological Sciences</td>
<td>Professor Phil Dash</td>
</tr>
<tr>
<td></td>
<td>School of Literature and Languages</td>
<td>Professor Gail Marshall</td>
</tr>
<tr>
<td></td>
<td>School of the Built Environment</td>
<td>Dr Tim Lees</td>
</tr>
<tr>
<td></td>
<td>Head of Institute of Education, London Road</td>
<td>Professor Carol Fuller</td>
</tr>
<tr>
<td>Two Heads of Function</td>
<td>Director of Campus Commerce</td>
<td>Matthew White</td>
</tr>
<tr>
<td></td>
<td>University Librarian</td>
<td>Stuart Hunt</td>
</tr>
<tr>
<td></td>
<td>The Chair of the Committee for Infrastructure for Learning and Teachings</td>
<td>Professor Katja Strohfeldt</td>
</tr>
<tr>
<td></td>
<td>The Chair of the Committee for Research Infrastructure</td>
<td>Professor Carol Wagstaff</td>
</tr>
<tr>
<td></td>
<td>Director of Estates</td>
<td>Andrew Casselden</td>
</tr>
<tr>
<td></td>
<td>Director of Finance or nominee</td>
<td>Marie Misselbrook</td>
</tr>
<tr>
<td></td>
<td>Director of Student Services or nominee</td>
<td>Elizabeth Evans</td>
</tr>
<tr>
<td>One representative from the Students’ Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>President of the Students’ Union (alt) The Environment and Ethics Part time Officer of the Students Union</td>
<td></td>
</tr>
<tr>
<td>Right of attendance</td>
<td>Chair of Environmental Sustainability Committee</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td></td>
<td>Space and Strategy Management Director</td>
<td>David Wallace</td>
</tr>
<tr>
<td></td>
<td>Health and Safety Services Director</td>
<td>Jenny Mcgrother</td>
</tr>
<tr>
<td></td>
<td>Maintenance Services Director</td>
<td>Emilia McDonald</td>
</tr>
<tr>
<td></td>
<td>Strategic Estates Manager</td>
<td>Nigel Frankland</td>
</tr>
<tr>
<td></td>
<td>Projects Director</td>
<td>Nigel Wingfield</td>
</tr>
<tr>
<td></td>
<td>Energy and Sustainability Manager</td>
<td>Dan Fernbank</td>
</tr>
<tr>
<td></td>
<td>Finance Business Partner</td>
<td>Rachel Savin</td>
</tr>
<tr>
<td></td>
<td>Interim Campus Services Director</td>
<td>Marcus McDonnell</td>
</tr>
<tr>
<td></td>
<td>Director of MCE or nominee</td>
<td>Pete Bryant</td>
</tr>
</tbody>
</table>

| 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:**
   a) Make recommendations to University Executive Board,
   b) Develop policy and monitor its implementation, and
   c) 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;
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

<table>
<thead>
<tr>
<th>Ex Officio</th>
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</thead>
<tbody>
<tr>
<td><strong>Chair</strong></td>
<td>Pro Vice Chancellor (Academic Planning and Resource)</td>
</tr>
<tr>
<td>Energy and Sustainability Manager</td>
<td>Dan Fernbank</td>
</tr>
<tr>
<td>Sustainability Officer</td>
<td>Paul Taylor</td>
</tr>
<tr>
<td>Academic representative for sustainability education</td>
<td>Professor Stuart Black</td>
</tr>
<tr>
<td>Academic representative for campus biodiversity</td>
<td>Dr Chris Foster</td>
</tr>
<tr>
<td>Academic representative for civic engagement</td>
<td>Dr Eugene Mohareb</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Two Representatives from Estates (Must include Grounds)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance Service Director</td>
<td>Emilia McDonald</td>
</tr>
<tr>
<td>Strategic Estates Manager</td>
<td>Nigel Frankland</td>
</tr>
<tr>
<td>Campus Commerce</td>
<td>Matthew Tebbit</td>
</tr>
<tr>
<td>Farm Manager</td>
<td>James Lamburn</td>
</tr>
<tr>
<td>Director of Finance or nominee</td>
<td>Marie Misslebrook</td>
</tr>
<tr>
<td>Director of Procurement or nominee</td>
<td>Erin Cooper</td>
</tr>
<tr>
<td>Head of Strategic Engagement (Climate &amp; Environmental Sustainability)</td>
<td>Dylan Parkes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Two representatives from the Students’ Union</th>
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</thead>
<tbody>
<tr>
<td>President of the Students’ Union</td>
<td>Vicky Pearson</td>
</tr>
<tr>
<td>The Environment and Ethics Part time Office of the Students Union</td>
<td></td>
</tr>
<tr>
<td>Director of MCE or nominee</td>
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<table>
<thead>
<tr>
<th>Colleague representatives</th>
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<tbody>
<tr>
<td>Dr Jess Neumann</td>
<td></td>
</tr>
<tr>
<td>Professor Andrew Charlton-Perez</td>
<td></td>
</tr>
<tr>
<td>Rory Williams-Burrell</td>
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<table>
<thead>
<tr>
<th>Representatives of the Vice Chancellor’s Office</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Caroline Redzikowska, Senior Governance Officer</td>
<td>(appointed by the University Secretary)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Ex officio</th>
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<tbody>
<tr>
<td>A member of the Collection Strategy Committee <em>(Chair)</em></td>
<td>Dr Richard Messer</td>
</tr>
<tr>
<td>University Secretary and Chief Strategy Officer</td>
<td></td>
</tr>
<tr>
<td>Director of the University Museums and Special Collections Service</td>
<td>Kate Arnold-Forster</td>
</tr>
<tr>
<td>Associate Director, UMASCS</td>
<td>Guy Baxter</td>
</tr>
<tr>
<td>Associate Director, UMASCS</td>
<td>Isabel Hughes</td>
</tr>
<tr>
<td>Director, University Library and Collections Services</td>
<td>Stuart Hunt</td>
</tr>
<tr>
<td>Others to be invited according to agenda requirements</td>
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</table>

Secretary | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary)

**Terms of Reference:**

1. The Collections Governance Committee (CGC) will be chaired by the University Secretary and Chief Strategy Officer.

2. The purpose of the Committee is to manage governance issues relating to the Collections.

3. To be responsible, as delegated by the Council of the University, for the governance of the University’s museums and special collections, including for reviewing and ratifying key documentation relating to policy, strategy, management and forward planning in accordance with the requirements of Museums and Archives Accreditation.

4. To be responsible for reviewing and monitoring evidence and data compiled to record outputs and outcomes of investment in University museums and collections by external funders, including ACE and private sponsors and for receiving project reports and monitoring progress against agreed project objectives.

5. To make decisions in relation to proposed acquisitions and disposals of a routine nature, in accordance with Collections Development policies, and taking into account relevant expert advice. For non-routine acquisitions, to seek the opinion of UCRI regarding the strength of the Academic Case before making a final decision.

6. To be responsible for reviewing and monitoring outgoing loans as appropriate, in accordance with University policies, including taking into account professional and expert advice.

7. To have responsibility for reviewing performance and policy and for setting and monitoring standards of University museums and special collections in Schools and departments.

8. The Committee will report to the UCRI, and by exception to UEB if higher level approval is needed for governance decisions.
Museum of English Rural Life: Committee for the

| The normal period of tenure is three years. |
|---|---|
| **Chair** | Dr Richard Messer |
| The Chief Strategy Officer and University Secretary | |
| **Ex officio** | |
| Director of University Museums and Special Collections Service (UMASCS)/Director of MERL | Kate Arnold-Forster |
| Associate Director, UMASCS, Head of Curatorial and Public Engagement, Museum of English Rural Life | Isabel Hughes |
| Director of University Library and Collections Services | Stuart Hunt |
| Director of Alumni and Supporter Engagement or nominee | Edd Pickering |
| **Two members appointed by the Senate** | |
| Professor Hilary Geoghegan | School of Archaeology Geography and Environmental Sciences |
| Dr Paddy Bullard | School of Literature and Languages |
| **Ad Personam** | |
| Penny Egan | 31.12.2024 |
| Simon Carter | 31.07.2024 |
| Paul Mainds | 31.07.2024 |
| **By Invitation** | |
| Professor Clare Griffiths | Modern History, Cardiff University |
| **Secretary** | Caroline Redzikowska, Senior Governance Officer (appointed by the University Secretary) |

**Terms of Reference:**

1. To advise on promotion and funding development opportunities and future overall strategy for the Museum

2. To support and advise on the development of external partnerships and strategic initiatives, particularly in relation to the Museum’s unique and historic role as a source of knowledge, research and expertise in the heritage of English rural life:

3. To advise on the direction of collections’ development for the Museum’s object, archive and library collections.

4. To advise on the promotion of the Museum’s best practice and the national and international role of the Museum

5. To report to the UEB annually or by exception
# Finance and Planning

## The Planning and Change Board

<table>
<thead>
<tr>
<th>Chair</th>
<th>The Pro-Vice-Chancellor (Academic Planning &amp; Resource) The Chief Strategy Officer and University Secretary</th>
<th>Professor Mark Fellowes Dr. Richard Messer</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>The Deputy Vice Chancellor</td>
<td>Professor Parveen Yaqoob</td>
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<td></td>
<td>The Pro-Vice-Chancellors</td>
<td>Professor Peter Miskell</td>
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<td></td>
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<td>Professor Elizabeth McCrum</td>
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<td>Professor Dominik Zaum</td>
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<td>Vacancy</td>
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<td></td>
<td>The Director of Estates</td>
<td>Andrew Casselden</td>
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<tr>
<td></td>
<td>The Co-Directors of Planning and Strategy</td>
<td>Dr. Caroline Charles</td>
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<td></td>
<td></td>
<td>Helen Williams</td>
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<tr>
<td></td>
<td>The Director of Finance</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td>In attendance</td>
<td></td>
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</tr>
<tr>
<td>Head of Finance, Planning and Strategy</td>
<td>Marie Misselbrook</td>
<td></td>
</tr>
<tr>
<td>President of the Students’ Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>Dr Cassie Moran, (Planning Manager)</td>
<td></td>
</tr>
</tbody>
</table>

**Terms of Reference:**

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

2. To ensure planning aligns with the University strategy and Institutional KPIs at School and Service level, including monitoring of performance in agreed School and Service level performance indicators;

3. To approve on behalf of UEB student number targets by School that, if met, will deliver the University’s financial targets;

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

5. To ensure that the implications for the estate of decisions made through the SPS process are understood and directed to relevant stakeholders;

6. To ensure alignment between planning and change governance;

7. To provide consistent assurance and challenge to ensure new change initiatives are set up to succeed and are aligned with the University’s strategic objectives and priorities;

8. To determine which new change initiatives should be part of the University’s change portfolio and when they should be scheduled;

9. To make recommendations to UEB or other Boards as appropriate in regard to approval, or otherwise, and scheduling of change initiatives;

10. To oversee the collective impact of change initiatives, ensuring that it is manageable for colleagues;

11. To arbitrate in regard to sequencing and resourcing conflicts, including postponing, pausing and stopping initiatives;

12. To monitor the progress of change initiatives in the portfolio;

13. To make visible to the University community the overall change picture and the indicative status of initiatives in the portfolio;
<p>| | |</p>
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<tr>
<td>14.</td>
<td>To review completed projects, and to disseminate learning and embed it in the Board’s future work;</td>
</tr>
<tr>
<td>15.</td>
<td>To maximise the benefits of the portfolio as a whole;</td>
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<tr>
<td></td>
<td><strong>The following ToR pertain to fees, scholarship and bursaries and responsibility is delegated to the Fees Subgroup</strong></td>
</tr>
<tr>
<td>16.</td>
<td>To determine and approve the routine setting of all fees and related policies including for undergraduate, taught postgraduate</td>
</tr>
<tr>
<td></td>
<td>and postgraduate research programmes, work placements and modern languages/study abroad years. This responsibility is delegated</td>
</tr>
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<td></td>
<td>to the Fees Subgroup;</td>
</tr>
<tr>
<td>17.</td>
<td>To recommend to the University Executive Board any fee rates and policies not considered as routine. This responsibility is</td>
</tr>
<tr>
<td></td>
<td>delegated to the Fees Subgroup;</td>
</tr>
<tr>
<td>18.</td>
<td>To approve discounts, and to oversee and monitor scholarship and bursary schemes (including those linked to the Access Agreement).</td>
</tr>
<tr>
<td></td>
<td>This responsibility is delegated to the Fees Subgroup;</td>
</tr>
</tbody>
</table>
The Change Improvement Group

<table>
<thead>
<tr>
<th>Chair</th>
<th>The Chief Strategy Officer and University Secretary</th>
<th>Dr. Richard Messer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td></td>
<td>The Co-Director of Planning and Strategy Office</td>
<td>Helen Williams</td>
</tr>
<tr>
<td></td>
<td>The Director of Estates</td>
<td>Andrew Casselden</td>
</tr>
<tr>
<td></td>
<td>The Director of Finance</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td></td>
<td>Chief Digital and Information Officer</td>
<td>Stuart Brown</td>
</tr>
<tr>
<td></td>
<td>Director of Procurement</td>
<td>Lisa Jeffries</td>
</tr>
<tr>
<td></td>
<td>The Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
</tbody>
</table>

In attendance

| Change and Continuous Improvement Manager | Usha Kowlessur |

Secretary | Jessica Del Rio, Change and Continuous Improvement Officer

Terms of Reference:

1. 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

2. 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

3. 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

4. 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

5. 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

6. 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

7. To make visible to the University community the overall change portfolio and the indicative status of initiatives in that portfolio

8. To work with UEB as it produces a list of projects to deliver the University Strategy so as to avoid duplication or misleading communications;

9. To review selected completed projects, and to disseminate learning and embed it in its future work

10. To report to the Planning and Change and Board or, by exception, directly to UEB.
The Fees Sub Group

<table>
<thead>
<tr>
<th>Chair</th>
<th>The Pro-Vice-Chancellor (Academic Planning &amp; Resource)</th>
<th>Professor Mark Fellowes</th>
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<tbody>
<tr>
<td></td>
<td>The Pro-Vice-Chancellor (Education and Student Experience)</td>
<td>Professor Peter Miskell</td>
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<tr>
<td></td>
<td>The Pro-Vice Chancellor (International)</td>
<td>Vacancy</td>
</tr>
<tr>
<td></td>
<td>Director of Finance or nominee</td>
<td>Andrew Grice</td>
</tr>
</tbody>
</table>

In attendance

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>Strategic Planning Manager</td>
<td>Dr. Cassie. Moran</td>
</tr>
<tr>
<td>Director of Global Recruitment and Admissions</td>
<td>James Ackroyd</td>
</tr>
<tr>
<td>Head of Global Partnerships</td>
<td>Steve Thomas</td>
</tr>
<tr>
<td>President of the Students’ Union</td>
<td></td>
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</tbody>
</table>

Secretary | Matt Daley, Head of Student Financial Support and Customer Service

Terms of Reference:

1. To determine and approve the routine setting of all fees and fee policies including but not restricted to undergraduate, taught postgraduate and postgraduate research programmes, work placements and modern languages/study abroad years, in line with an agreed annual timetable;

2. In preparing fee recommendations and approvals, to consider whether relevant fee data from competitor institutions is required, and if so to commission such data from MCE;

3. To recommend to the University Executive Board any fee rates and policies not considered as routine in line with an agreed annual timetable;

4. To approve discounts, and to oversee and monitor scholarship and bursary schemes (including those linked to the Access Agreement), including monitoring annual spend against budget;

5. To ensure that all relevant offices (e.g. SIST, Admissions, MCE, SFS, SRO, Legal) are informed of fee decisions, policy changes, and discount approvals, so that consistent and up to date information is available to both internal and external stakeholders.
Procurement Board

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Finance (Chair)</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td>Director of Procurement</td>
<td>Lisa Jeffries</td>
</tr>
<tr>
<td>Procurement Business Manager</td>
<td>Erin Cooper</td>
</tr>
</tbody>
</table>

**School Representatives:**

<table>
<thead>
<tr>
<th>School</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Biological Sciences</td>
<td>Professor Phil: Dash</td>
</tr>
<tr>
<td>Henley Business School</td>
<td>Karis Burton</td>
</tr>
</tbody>
</table>

**Function Representatives:**

<table>
<thead>
<tr>
<th>Function</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>DTS</td>
<td>Stuart Brown</td>
</tr>
<tr>
<td>Research Services</td>
<td>Dr Anne-Marie Van Dodeweerd</td>
</tr>
<tr>
<td>Procurement</td>
<td>Martin McMahon</td>
</tr>
<tr>
<td>Estates</td>
<td>Andrew Casselden</td>
</tr>
<tr>
<td>Campus Commerce</td>
<td>Matthew White</td>
</tr>
<tr>
<td>Finance</td>
<td>Andrew Grice</td>
</tr>
</tbody>
</table>

**By Invitation**

- Procurement Members or Business Owners
- Head of Research Services

**Secretary:** Rachel Goodwin (Executive Administration Officer appointed by the University Secretary)

**Terms of Reference:**

1. To ensure that all procurement related activity both non pay spend and income generating is prioritised in line with the University’s strategy.

2. To increase the effectiveness of all procurement activity and provide a greater focus on the economy, efficiency and effectiveness and realisation of benefits for the University through the adoption of category management.

3. To provide visible and effective senior management oversight and governance, with the creation of key gateways within the category cycle, where they review and endorse recommendations from Category Managers with a clear escalation route through to the University Executive Board.

4. To provide a focus on spend management through category strategies, including reviews and approval of the Procurement Work Programme, individual Category Plans and on strategic contract awards.

5. 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
<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>7</td>
<td>To review and monitor the University’s insurance arrangements</td>
</tr>
<tr>
<td>8</td>
<td>To review contract monitoring for significant high-risk contracts and make recommendations as appropriate.</td>
</tr>
<tr>
<td>9</td>
<td>To provide overall strategy and governance to the tracking of benefits and value for money ensuring robustness of the processes</td>
</tr>
</tbody>
</table>
| 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) |
## Risk Management Group

### Ex officio

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Vice-Chancellor (Research and Innovation) (Chair)</td>
<td>Professor Dominik Zaum</td>
</tr>
<tr>
<td>Head of Governance</td>
<td>Louise Sharman</td>
</tr>
<tr>
<td>Risk Management and Business Continuity Officer</td>
<td>Brett Dyson</td>
</tr>
<tr>
<td>Director of Estates</td>
<td>Andrew Casselden</td>
</tr>
<tr>
<td>Director of Campus Commerce</td>
<td>Matthew White</td>
</tr>
<tr>
<td>Chief Digital and Information Officer</td>
<td>Stuart Brown</td>
</tr>
<tr>
<td>Director of Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>Director of Procurement</td>
<td>Lisa Jeffries</td>
</tr>
<tr>
<td>Head of Global Partnerships</td>
<td>Steve Thomas</td>
</tr>
<tr>
<td>Director of Health &amp; Safety Services</td>
<td>Jenny Mcgrother</td>
</tr>
<tr>
<td>Director of Internal Audit Services</td>
<td>David O’Connor</td>
</tr>
<tr>
<td>Four Heads of School (drawn from representative disciplines of the University)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor Phil Dash</td>
</tr>
<tr>
<td></td>
<td>Professor Gail Marshall</td>
</tr>
<tr>
<td></td>
<td>Professor Steve Musson</td>
</tr>
<tr>
<td></td>
<td>Professor Carol Fuller</td>
</tr>
<tr>
<td>Right of attendance</td>
<td></td>
</tr>
<tr>
<td>Director of Finance</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td>UoRM Provost (or nominee)</td>
<td>Pui Suang Tan</td>
</tr>
<tr>
<td>Secretary</td>
<td>Tasha Easton Senior Governance Officer, (appointed by the University Secretary)</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>

### Terms of Reference

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

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

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

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

5. To report to the University Executive Board as necessary.

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

7. The Risk Management Group will meet 4 times per year and where necessary may meet further in the case of additional business.

8. The quorum for meetings is one third of the membership.
Costing and Pricing Steering Group

<table>
<thead>
<tr>
<th>Ex officio</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Pro Vice-Chancellor (Academic Planning</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>and Resource) (Chair)</td>
<td></td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td>Professor Parveen Yaqoob</td>
</tr>
<tr>
<td>The Director of Finance</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td>Head of Research Services</td>
<td>Dr Anne-Marie Van Dodeweerd</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secretary</th>
<th>TBC (appointed by the University Secretary)</th>
</tr>
</thead>
</table>
## Global and International Operations

### Global Engagement Strategy Board

<table>
<thead>
<tr>
<th><strong>Chair</strong></th>
<th>Pro Vice Chancellor (Academic Planning and Resource)</th>
<th>Professor Mark Fellowes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ex officio</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean of Postgraduate Research Studies and Researcher Development</td>
<td>Professor Adrian Williams</td>
<td></td>
</tr>
<tr>
<td>Dean of the Henley Business School</td>
<td>Professor John Board</td>
<td></td>
</tr>
<tr>
<td>Strategic Projects Manager</td>
<td>Lisa Chan</td>
<td></td>
</tr>
<tr>
<td>Provost, University of Reading Malaysia</td>
<td>Professor Wing Lam</td>
<td></td>
</tr>
<tr>
<td>Senior Quality Support Officers</td>
<td>Vicky Howard, Nathan Shaw</td>
<td></td>
</tr>
<tr>
<td>Director of Global Recruitment and Admissions</td>
<td>James Ackroyd</td>
<td></td>
</tr>
<tr>
<td>Head of the International Study and Language Institute</td>
<td>Professor David Carter</td>
<td></td>
</tr>
<tr>
<td>Head of Global Partnerships</td>
<td>Steve Thomas</td>
<td></td>
</tr>
<tr>
<td>Head of Global Recruitment (International)</td>
<td>Andy Howman</td>
<td></td>
</tr>
<tr>
<td>Teaching and Learning Dean (Student Experience)</td>
<td>Professor Clare Furneaux</td>
<td></td>
</tr>
<tr>
<td>Director of Marketing Communication and Engagement</td>
<td>Fiona Blair</td>
<td></td>
</tr>
<tr>
<td>Anglican Chaplain and Chaplaincy Team Co-ordinator</td>
<td>Revd Mark Laynesmith</td>
<td></td>
</tr>
<tr>
<td>The President of the Students’ Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Katie Smith, Senior Governance Officer, (appointed by the University Secretary)</td>
<td></td>
</tr>
</tbody>
</table>

*The Board will extend invitations to others to attend meetings from time to time to consider particular agenda items.*

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

### Terms of Reference

1. To guide the development and implementation of the Global Engagement Strategy
2. To monitor, in part through the use of KPIs, the progress and development of the University’s international activities
3. The Board will meet once a term.
4. The Board will report to the University Executive Board and to Senate once a term
5. The Board will operate the following Sub-Committees:
   - International Operations Group (which shall report annually to the Board)
   - Ad hoc Working Groups as required
International Operations Group

<table>
<thead>
<tr>
<th>Role</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Pro Vice-Chancellor</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Head of ISLI (Vice-Chair)</td>
<td>Dr David Carter</td>
</tr>
<tr>
<td>Head of Global Recruitment (International)</td>
<td>Andy Howman</td>
</tr>
<tr>
<td>The Director of Administration, Henley Business School</td>
<td>David Stannard</td>
</tr>
<tr>
<td>Recruitment and Marketing Officer (Postgraduate Research)</td>
<td>Jonathan Lloyd</td>
</tr>
<tr>
<td>The Head of Programme Administration, Henley Business School</td>
<td>Ann Marie Frank</td>
</tr>
<tr>
<td>Head of Admissions</td>
<td>Kathryn Whittington</td>
</tr>
<tr>
<td>Head of Careers and Employability</td>
<td>Ann Delazun</td>
</tr>
<tr>
<td>Erasmus and Study Abroad Manager</td>
<td>Marcus Dowse</td>
</tr>
<tr>
<td>A representative from RUSU</td>
<td>Vacancy</td>
</tr>
<tr>
<td>A representative from Communications</td>
<td>Vicky Pearson</td>
</tr>
<tr>
<td>A representative from the Library</td>
<td>Sue Egleton</td>
</tr>
<tr>
<td>A representative from Research &amp; Enterprise</td>
<td>Dr Charlotte Johnson</td>
</tr>
<tr>
<td>A representative from Accommodation</td>
<td>Andrew Mathias</td>
</tr>
<tr>
<td>Finance Tax Manager</td>
<td>Karen Hullis</td>
</tr>
<tr>
<td>Senior Quality Support Officer (International)</td>
<td>Vicky Howard</td>
</tr>
<tr>
<td>Home Office Compliance Officer</td>
<td>Katie Robertson</td>
</tr>
<tr>
<td>Teaching and Learning Dean</td>
<td>Professor Clare Furneaux</td>
</tr>
<tr>
<td>Head of Global Partnerships</td>
<td>Steve Thomas</td>
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<td>Director of Finance</td>
<td>Andrew Grice</td>
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<tr>
<td>Director of Marketing Communications and Engagement</td>
<td>Fiona. Blair</td>
</tr>
<tr>
<td>Director of Student Services</td>
<td>Dr Paddy.E Woodman</td>
</tr>
<tr>
<td>The International Student Advisor</td>
<td>Sedtin Wan</td>
</tr>
</tbody>
</table>

Secretary | Abbie Smith (appointed by the Pro-Vice Chancellor (International))

Terms of Reference:

The International Operations Group will normally meet at least termly.
It is intended as an informal group to, inter alia, share updates, help with Global Engagement Strategy coordination and act as an interest group for key professional services Global Engagement Strategy stakeholders.
Membership of the Group may expand as necessary for particular items to ensure a joined-up approach across the University’s Global Engagement Strategy across its UK campuses.
It will also:

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

Reporting:

The International Operations Group will report to and receive reports from the Global Engagement Strategy Board.
## Health, Safety and Wellbeing

### Health, Safety and Wellbeing Committee

<table>
<thead>
<tr>
<th>Ex officio</th>
<th>Professor Parveen Yaqoob</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro Vice Chancellor (Research and Innovation) (Chair)</td>
<td>Andrew Casselden</td>
</tr>
<tr>
<td>Director of Estates</td>
<td>Matthew White</td>
</tr>
<tr>
<td>Director of Campus Commerce</td>
<td>Alan Twyford</td>
</tr>
<tr>
<td>Senior HR Partner</td>
<td>Jenny Mcgrother</td>
</tr>
<tr>
<td>Health and Safety Services Director</td>
<td>James Lamburn</td>
</tr>
<tr>
<td>The Farms Manager</td>
<td>Dr Karen Henderson</td>
</tr>
<tr>
<td>Head of Technical Services</td>
<td>Pui Suang Tan</td>
</tr>
<tr>
<td>University of Reading Malaysia</td>
<td>Ryan Bird</td>
</tr>
<tr>
<td>RUSU Chief Executive</td>
<td>TBC</td>
</tr>
</tbody>
</table>

### One representative from UCU

| Sarah Hinton | 31.07.2023 |
| TBC |

### Representatives for employee safety

| Professor Steve Musson | School of Archaeology, Geography and Environmental Science |
| Professor Trish Reid | School of Arts and Communication Design |
| Professor Richard Frazier | School of Chemistry, Food and Pharmacy |
| Dr Simon Clarke | School of Biological Sciences |

### Four Academic Representatives

| The Chairs of such Sub-Committees as the Committee may establish |
| Dawn Grout |
| Selina Patankar-Owens |
| Lisa Jeffries |
| Jonathan Ridgeon |
| Wendy Manning |
| Louise Sharman |

### Secretary

| Katie Smith (Senior Governance Officer) (appointed by the University Secretary) |

### Terms of Reference:

1. Contribute to the development of, and approve, University policies, procedures and standards of health, wellbeing and safety.

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

3. Make recommendations for improvement or remedial action to the University Executive Board.

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

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

<table>
<thead>
<tr>
<th>Ex officio</th>
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<tbody>
<tr>
<td></td>
<td>Professor Ian. Jones <em>(Chair)</em></td>
</tr>
<tr>
<td>Director, Health and Safety Services</td>
<td>Jenny Mcgrother</td>
</tr>
<tr>
<td>Scientific Safety Advisor (Biological Safety Officer), Health and Safety Services</td>
<td>Jonathan Ridgeon</td>
</tr>
<tr>
<td>Director, Technical Services or nominee</td>
<td>Dr Karen Henderson / Dr Tania Korin</td>
</tr>
</tbody>
</table>

**A lay member of academic Staff**

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<tr>
<td>Vacancy</td>
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</table>

**Specialist Academic Members**

<p>| |</p>
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<tbody>
<tr>
<td>Professor Ian. Jones</td>
</tr>
<tr>
<td>Dr. Craig Hughes</td>
</tr>
<tr>
<td>Dr Sarah Allman</td>
</tr>
<tr>
<td>Dr Kimon-Andreas Karatzaz</td>
</tr>
</tbody>
</table>

**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 |
| School of Agriculture Policy and Development | Robin Hunter |

**In attendance**

| Assistant Health & Safety Advisor | Margot Bishop |

**Secretary**

Anna Mieleszko, Administrative Assistant (Health and Safety Services)

**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 once per term 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

Ex-Officio

<table>
<thead>
<tr>
<th>Chair of the Committee</th>
<th>Professor Emeritus Laurence Harwood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Health and Safety Services</td>
<td>Jenny Mcgrother</td>
</tr>
<tr>
<td>Scientific Safety Advisor (Radiation Protection Officer &amp; Laser Safety Officer), Health and Safety Services</td>
<td>Jonathan Ridgeon</td>
</tr>
<tr>
<td>Director, Technical Services</td>
<td>Dr Karen Henderson</td>
</tr>
</tbody>
</table>

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 | Vacancy |
| School of Agriculture, Policy and Development | Dr Les Compton |
| 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 | Vacancy |
| School of Built Environment            | Jude Brindley                       |

In attendance

| Radiation Protection Advisor/Radiation Waste Advisor (Radman Associates) | Mr R. Collins (or alternate) |
### 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 once per term 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 scrutinise and approve new research projects involving the use of ionising radiation, where a change in the EA permit is required or the Effective Dose to an individual is expected to exceed 1mSv/ year. Principal Investigators or a member of their research team will be invited to attend committee meetings to field questions from the committee in relation to risk assessments submitted to the committee for approval.

2. To oversee, in conjunction with the SSA and the RPA where appropriate, all activities involving sources of ionising radiation. Such activities include, but are not limited to, the storage and disposal of waste arising from the use of open and sealed sources of radiation, the use of X-rays, and the keeping of records pertaining to such uses.

3. To oversee and approve the use and management of lasers and other sources of non-ionising radiations including purchase, maintenance, and disposal of equipment, in accordance with the University Code of Practice on lasers.

4. To recommend additional conditions of use when required to maintain compliance with University’s health and safety management systems, procedures and relevant legal requirements.

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

6. To review radiation safety procedures for effectiveness and recommend revisions as and when necessary.
<table>
<thead>
<tr>
<th></th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>To receive and review reports of incidents involving radiation and recommend action to correct deficiencies.</td>
</tr>
<tr>
<td>9.</td>
<td>To receive, consider, and advise on reports and information provided by Enforcement Agencies and their inspectors.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Stuart Brown</td>
</tr>
<tr>
<td>Director of Digital Operations and Service Delivery</td>
<td>Henrik Brogger</td>
</tr>
<tr>
<td>Director of Enterprise Architecture and Digital Transformation</td>
<td>Mark Collett</td>
</tr>
<tr>
<td>Head of Student Information Systems</td>
<td>Rachel Crabtree</td>
</tr>
<tr>
<td>Data Protection Officer</td>
<td>Rebecca Daniells</td>
</tr>
<tr>
<td>Risk Management and Business Continuity Officer</td>
<td>Brett Dyson</td>
</tr>
<tr>
<td>Director of Cyber Security and Digital Assurance</td>
<td>Steve Gough</td>
</tr>
<tr>
<td>Deputy Director of Legal Services</td>
<td>Caroline Haley</td>
</tr>
<tr>
<td>Cyber Security Assurance Specialist</td>
<td>Roland Holcombe</td>
</tr>
<tr>
<td>Cyber Security Manager</td>
<td>Steve Hubbartt</td>
</tr>
<tr>
<td>Financial Systems Manager</td>
<td>William Mason</td>
</tr>
<tr>
<td>Lead Category Manager, Procurement</td>
<td>Martin McMahon</td>
</tr>
<tr>
<td>Professor of Cybernetics</td>
<td>Professor Richard Mitchell</td>
</tr>
<tr>
<td>Director of Internal Audit Services</td>
<td>David O’Connor</td>
</tr>
<tr>
<td>Director of Administration, Henley Business School</td>
<td>David Stannard</td>
</tr>
<tr>
<td>Solutions Architect</td>
<td>Vicky Swales</td>
</tr>
<tr>
<td>Director of Research Services</td>
<td>Dr Anne-Marie Van Dodeweerd</td>
</tr>
</tbody>
</table>

### Secretary
Tasha Easton, Senior Governance Officer, (appointed by the University Secretary)

**Terms of Reference:**

1. To ensure the University’s information security policy framework is effective, fit for purpose and congruent with University’s risk management procedures.
2. To develop and review policy and procedures on any information security matter that could put the University or its operations at risk.
3. To discuss and review security issues and recommend appropriate action;
4. To promote good practice, awareness and training on information security.
5. 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

<table>
<thead>
<tr>
<th>Ex Officio</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Chief Strategy Officer and University Secretary</td>
</tr>
<tr>
<td></td>
<td>RUSU President</td>
</tr>
<tr>
<td></td>
<td>Head of Marketing, Communications and Engagement</td>
</tr>
<tr>
<td></td>
<td>Dean of the Henley Business School</td>
</tr>
<tr>
<td></td>
<td>Chief Digital and Information Officer</td>
</tr>
<tr>
<td></td>
<td>Director of Estates</td>
</tr>
<tr>
<td></td>
<td>Directors of Planning &amp; Strategy Office</td>
</tr>
<tr>
<td></td>
<td>An Academic Representative</td>
</tr>
<tr>
<td></td>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
</tr>
<tr>
<td></td>
<td>Director of Finance</td>
</tr>
<tr>
<td></td>
<td>Director of Procurement</td>
</tr>
<tr>
<td></td>
<td>A Teaching and Learning Dean</td>
</tr>
<tr>
<td></td>
<td>Pro-Vice-Chancellor (Research &amp; Innovation)</td>
</tr>
</tbody>
</table>

Other members as determined by the Chief Digital & Information Officer

Secretary | Tasha Easton, 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 DSGB;

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 DSGB activities;
# Equality Committees

## Diversity and Inclusion Advisory Board

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Pro Vice Chancellor (Research and Innovation)</td>
</tr>
<tr>
<td>Dean for Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>Dean of Post Graduate Research Studies</td>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>Teaching and Learning Dean</td>
<td>Professor Katja Strohfeldt</td>
</tr>
<tr>
<td>Research Dean</td>
<td>Professor Roberta Gilchrist</td>
</tr>
<tr>
<td>Three Representatives from relevant Services</td>
<td>James Ackroyd</td>
</tr>
<tr>
<td></td>
<td>Aoife Healy</td>
</tr>
<tr>
<td></td>
<td>Molli Cleaver</td>
</tr>
<tr>
<td>RUSU Inclusion and Communities Officer</td>
<td>Jem McKenzie</td>
</tr>
<tr>
<td>RUSU Activities and Opportunities Officer</td>
<td>Harry Everitt</td>
</tr>
<tr>
<td>Assistant Director of Human Resources (People and Talent)</td>
<td>Susan Thornton</td>
</tr>
<tr>
<td>Head of School</td>
<td>Professor Uma Kambhampati</td>
</tr>
<tr>
<td>Co-Chairs of BAME Network</td>
<td>Aleiah Potter</td>
</tr>
<tr>
<td></td>
<td>Hong Yang</td>
</tr>
<tr>
<td>Co-Chairs LGBT Plus Staff Network</td>
<td>TBC</td>
</tr>
<tr>
<td></td>
<td>Dr Ruvi Ziegler</td>
</tr>
<tr>
<td>Co-Chairs of Women@Reading</td>
<td>Eleanor Draycott</td>
</tr>
<tr>
<td></td>
<td>Rachel Thorns</td>
</tr>
<tr>
<td>Co-Chair of Parent and Family Network</td>
<td>Emma Broomfield</td>
</tr>
<tr>
<td></td>
<td>Jeevan King</td>
</tr>
<tr>
<td>Co-Chair of RE-ACT</td>
<td>Dr Joanna John</td>
</tr>
<tr>
<td>Co-Chairs of Staff Disability Network</td>
<td>Dr Yota Dimitriadi</td>
</tr>
<tr>
<td></td>
<td>TBC</td>
</tr>
<tr>
<td>Representative of Staff Forum</td>
<td>Lisa Powles</td>
</tr>
<tr>
<td>Representative of UCU</td>
<td>Ellen Owens</td>
</tr>
<tr>
<td>Co-Chair of Institutional Athena SWAN</td>
<td>Dr Karen Henderson</td>
</tr>
<tr>
<td>Representative from RUSU (as alternate to RUSU Officers)</td>
<td>Katharine Davey</td>
</tr>
<tr>
<td>By Invitation</td>
<td>Anne-Marie Henderson</td>
</tr>
<tr>
<td>Diversity and Inclusion Officer</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Diversity and Inclusion Officer</td>
<td>Vacancy</td>
</tr>
<tr>
<td>Assistant Director of HR (People and Talent)</td>
<td>Susan Thornton</td>
</tr>
<tr>
<td>Secretary</td>
<td>Tasha Easton, Senior Governance Officer</td>
</tr>
</tbody>
</table>

## Terms of Reference:

The Diversity and Inclusion Advisory Board provides strategic oversight of matters relating to diversity and inclusion for staff and students at the University of Reading.

The Group is responsible for:

1. Approving the University’s strategic agenda, as proposed by the Dean for Diversity and Inclusion, in relation to diversity and inclusion;
2. Monitoring progress against action plans and diversity targets, and members bring to this task their own experiences and knowledge of good practice in diversity and inclusion, through work within the University and externally;

3. Overseeing activity on all protected characteristics and regularly reviewing the University’s priority areas;

4. Overseeing the University’s legal requirements on equality and diversity including reviewing and monitoring the University’s objectives.

5. **Reporting Structure**
   - The Board meets bi-annually, and receives written and oral reports on the year past and proposals for the future from the Dean for Diversity and Inclusion and from other key diversity-related leadership (e.g. the Assistant Director for HR (People Development) and the Director of Student Success and Engagement).
   - The Board reports directly to UEB when necessary, and will alert the Staffing Committee and the University Board of Teaching and Learning to matters of relevance.
Access and Participation Committee

Ex Officio

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Vice-Chancellor (Education and Student Experience) (Chair)</td>
<td>Professor Peter Miskell</td>
</tr>
<tr>
<td>Director of Global Recruitment and Admissions or nominee</td>
<td>James Ackroyd</td>
</tr>
<tr>
<td>Finance Planning and Strategy Analyst</td>
<td>Sandra Batchelor</td>
</tr>
<tr>
<td>Head of Pharmacy</td>
<td>Professor Katrina Bicknell</td>
</tr>
<tr>
<td>Charlie Waller Institute</td>
<td>Anjali Chandar</td>
</tr>
<tr>
<td>Head of Student Financial Support and Customer Service</td>
<td>Matt Daley</td>
</tr>
<tr>
<td>Director of Careers and Employability Services</td>
<td>Anne Delauzun</td>
</tr>
<tr>
<td>Student Outcomes Manager (Awarding Gap)</td>
<td>Mathew Haine</td>
</tr>
<tr>
<td>Director of Student Success &amp; Engagement</td>
<td>Anne-Marie Henderson</td>
</tr>
<tr>
<td>Institute of Education</td>
<td>Dr Maria Kambouri</td>
</tr>
<tr>
<td>Dean for Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>School of Politics, Economics and International Relations</td>
<td>Dr David Marshall</td>
</tr>
<tr>
<td>School Director of Academic Tutoring, School of Law</td>
<td>Amanda Millmore</td>
</tr>
<tr>
<td>Student Voice and Representation Manager, RUSU</td>
<td>Jamie Robertson</td>
</tr>
<tr>
<td>School of Built Environment</td>
<td>Martin Sexton</td>
</tr>
<tr>
<td>Head of Global Recruitment (UK and Outreach)</td>
<td>Dr Rachel South</td>
</tr>
<tr>
<td>School of Agriculture Policy and Development</td>
<td>Sokratis Stergiadis</td>
</tr>
<tr>
<td>Teaching and Learning Dean</td>
<td>Professor Katja Strohfeldt</td>
</tr>
<tr>
<td>International Student &amp; Language Institute</td>
<td>Brian Turner</td>
</tr>
<tr>
<td>Director of Student Services</td>
<td>Dr Paddy Woodman</td>
</tr>
<tr>
<td>Associate Professor in Widening Participation</td>
<td>Dr Billy Wong</td>
</tr>
<tr>
<td>The Inclusion and Communities Officer of the Students’ Union</td>
<td></td>
</tr>
</tbody>
</table>

Secretary | Chris Tye (appointed by the University Secretary)

Terms of Reference:

1. To develop the University’s strategy for widening participation and access (as outlined in the Access and Participation Plan (APP)), ensuring it is aligned with the University Strategy and will deliver against the Office for Students (OfS) requirements.

2. To advise on the use of, and to monitor the OfS Targeted Allocations and the results of access-funded activity, both for the purposes of external reporting and to ensure compliance with the terms on which the funding was allocated.

3. To promote and develop an institution wide awareness of, and responsibility for, widening participation and access, empowering Schools and Departments to actively contribute to the University’s APP.

4. To oversee the preparation, approval and submission of the APP at a frequency determined by the OfS and the associated annual monitoring/impact report.

5. To monitor University progress against the APP targets and investment plan and receive regular updates from areas charged with delivering aspects of the APP.

6. To report to the University Board for Teaching Learning and Student Experience and to seek approval where appropriate [i.e., significant financial matters] from the University Executive Board.
## Staffing Committees

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

<table>
<thead>
<tr>
<th><strong>Ex officio</strong></th>
<th><strong>Members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor (Chair)</td>
<td>Professor Robert Van de Noort</td>
</tr>
<tr>
<td>Pro-Vice-Chancellor (Academic Planning and Resource)</td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>Pro-Vice Chancellor (Research and Innovation)</td>
<td>Professor Dominik Zaum</td>
</tr>
<tr>
<td>Pro-Vice Chancellor (Education and Student Experience)</td>
<td>Professor Elizabeth McCrum</td>
</tr>
</tbody>
</table>

*The normal period of tenure is three years*

<table>
<thead>
<tr>
<th><strong>Two Research Deans</strong></th>
<th><strong>Members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Two Research Deans</td>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>Two Teaching and Learning Deans</td>
<td>Professor Adrian Bell</td>
</tr>
<tr>
<td>Two Teaching and Learning Deans</td>
<td>Professor Clare Furneaux</td>
</tr>
<tr>
<td>Two Teaching and Learning Deans</td>
<td>Professor Katja Strohfeldt</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees</strong></th>
<th><strong>Members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees</td>
<td>Dr Karen Poulter (to 31-07-2023)</td>
</tr>
<tr>
<td>Two members appointed by Senate not being Heads of Schools with experience of School Personal Title Committees</td>
<td>Professor Becky Green (to 31-07-2024)</td>
</tr>
</tbody>
</table>

*Right of Attendance*

<table>
<thead>
<tr>
<th><strong>The University Secretary</strong></th>
<th><strong>Members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The University Secretary</td>
<td>Dr Richard Messer</td>
</tr>
<tr>
<td>Interim Director of Human Resources (or their nominee)</td>
<td>Claire Rolstone</td>
</tr>
<tr>
<td>Dean of Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
</tbody>
</table>

*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.*

<table>
<thead>
<tr>
<th><strong>Secretary</strong></th>
<th><strong>Members</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary</td>
<td>Katie Smith, (Senior Governance Officer (appointed by the University Secretary)</td>
</tr>
</tbody>
</table>

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 Committee**
An appeal after the University Personal Titles Committee will be heard by a group consisting of an external person appointed by the Council (in the Chair), one member appointed by the Senate and the President of the Reading Branch of the Universities and Colleges Union.

<table>
<thead>
<tr>
<th>Chair (appointed by the Council)</th>
<th>Howard Palmer</th>
<th>31.12.2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>One member appointed by the Senate</td>
<td>Professor Richard Frazier</td>
<td></td>
</tr>
<tr>
<td>Ex officio</td>
<td>The President of the Reading Branch of the UCU (alternate: the Senior Vice-President)</td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>The University Secretary (Dr Richard Messer)</td>
<td></td>
</tr>
</tbody>
</table>

**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 and Governance Committee.
## Re-Grading Committee

<table>
<thead>
<tr>
<th>Ex officio</th>
<th>The Chief Strategy Officer and University Secretary</th>
<th>Dr Richard Messer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The normal period of tenure is three years</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Representatives</td>
<td>Professor Carol Fuller</td>
<td>31.07.2025</td>
</tr>
<tr>
<td></td>
<td>Professor Helen Parish</td>
<td>31.07.2025</td>
</tr>
<tr>
<td></td>
<td>Professor Phil Dash</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Director of CQSD</td>
<td>Keith Swanson</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Director of Technical Services</td>
<td>Dr Karen Henderson</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Director of HR</td>
<td>Claire Rolstone</td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Sarah Ceato (Appointed by the Director of Human Resources)</td>
<td></td>
</tr>
</tbody>
</table>

### Terms of Reference:

1. The Re-Grading Committee shall consist of the following voting members:
   - a. The University Secretary & Chief Strategy Officer (Chair)
   - b. Three Heads of School
   - c. Two Heads of Function

2. The Interim 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:
     - i. To agree that there has been a significant increase in the level of responsibilities resulting in a higher grade;
     - ii. To agree that there has been a decrease in the level of responsibilities resulting in a lower grade;
     - iii. To reject the request if it is agreed that any changes were not significant enough to meet the requirements of a higher grade;
     - iv. To refer the case back for further information and clarification of role responsibilities.
   - (c) The Committee shall pay due regard to the outcomes of the HERA job evaluation in reaching their decision
   - (d) The Committee shall not consider cases for retention or reward for personal performance
   - (e) The Committee shall not consider cases for promotion for Academic and Research staff, which properly falls under the University’s Personal Titles process.
## Reward Committees

### Ex officio

<table>
<thead>
<tr>
<th>The Chair of the Committee will be: School Reward Committees.</th>
<th>a Head of School and the Chair should be rotated on an annual basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGS/Functions/Graduate School/Vice-Chancellor’s Office Reward Committee,</td>
<td>A member of UEB.</td>
</tr>
<tr>
<td>Henley Business School Reward Committee,</td>
<td>Executive Dean of the Business School</td>
</tr>
<tr>
<td>The Chair of the Committee cannot consider any proposals submitted from their School/Function/Service, but may answer any factual questions raised by other committee members.</td>
<td></td>
</tr>
<tr>
<td>All Heads of Schools or Heads of Function for the relevant area</td>
<td></td>
</tr>
</tbody>
</table>

### Arts, Humanities and Social Sciences

| Head of Literature and Languages | Professor Gail Marshall |
| Head of the Institute of Education | Professor Carol Fuller |
| Head of ISLI | Professor David Carter |
| Head of Politics Economics and International Relations | Professor Uma Kambhampati |
| Head of Art Communication and Design | Professor Trish Reid |
| Head of Law | Professor James Devenney |
| Head of Humanities | Professor Helen Parish |

### Science and Life Sciences

| Head of Biological Sciences | Professor Philip Dash |
| Head of Chemistry Food and Pharmacy | Professor Richard Frazier |
| Head of Archaeology Geography and Environmental Science | Professor Steve Musson |
| Head of Mathematical, Physical and Computational Sciences | Professor Andrew Charlton-Perez |
| Head of the Built Environment | Dr Tim Lees |
| Head of Agriculture Policy and Development | Professor Simon Mortimer |
| Head of Psychology and Clinical Language Sciences | Professor Carmel Houston-Price |

### Functions, AGS, Graduate School and VC’s Office

| Chief Strategy Officer and University Secretary | Dr Richard Messer (Chair) |
| Director of Campus Commerce | Matthew White |
| Director of Finance | Andrew Grice |
| Director of Research Services | Dr Anne-Marie Van Dodeweerd |
| Director of MCE | Fiona Blair |
| Director of Student Services | Paddy Woodman |
| Vice-Chancellor’s Executive Officer | Rachel Helsby |
| Head of Legal | Julie Rowe |
| Chief Digital and Information Officer | Stuart Brown |
| Head of Governance | Louise Sharman |
| Director ULCS & University Librarian | Stuart Hunt |
| Director of Technical Services | Dr Karen Henderson |
Dean of Postgraduate Research Studies and Researcher Development  
Director of Global Recruitment and Admissions  
Director of Procurement  
Director of Estates  
Property Services Director  
Directors of Planning and Strategy Office  
Head of CQSD  
Director of HR  
An HR Partner  

Professor Adrian Williams  
James Ackroyd  
Lisa Jeffries  
Andrew Casselden  
Andrew Fraser  
Helen Williams or Dr Caroline Charles  
Keith Swanson  
Claire Rolstone  

Secretary  
Sarah Ceato, Rewards Coordinator (Appointed by the Director of Human Resources)

**Terms of Reference:**

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Reward Committees will primarily focus on the award of consolidated salary increases (additional increments, contribution points).</td>
</tr>
<tr>
<td>2</td>
<td>The Reward Committees will moderate cases and may decide on a lesser award if appropriate, although they are under no obligation to do so.</td>
</tr>
<tr>
<td>3</td>
<td>The normal expectation for salary progression is for single points only to be awarded. The Reward Committee may award a maximum of 2 points for truly outstanding cases.</td>
</tr>
<tr>
<td>4</td>
<td>In the interests of equity and consistency, the Committee will only consider the written evidence presented.</td>
</tr>
<tr>
<td>5</td>
<td>The Reward Committees may reject a submission if the case has not been sufficiently made.</td>
</tr>
<tr>
<td>6</td>
<td>The Reward Committees may also take an overview of the distribution of other forms of reward – including Lump Sum Awards and Celebrating Success Vouchers, although the issue of these awards will ordinarily take place outside of the committee process.</td>
</tr>
<tr>
<td>7</td>
<td>The Reward Committee will consider proposals for promotion for Research Staff from Grade 6 to Grade 7 and forward any recommendations to the HR Manager (Reward &amp; Benefits) for onward submission to a central panel for determination.</td>
</tr>
<tr>
<td>8</td>
<td>The Reward Committees will not consider cases where there is a re-grading or retention issue, as there are separate University procedures for such cases.</td>
</tr>
<tr>
<td>9</td>
<td>The Reward Committee will not consider cases for promotion for Academic and Research staff, which properly falls under the University’s Personal Titles Process.</td>
</tr>
<tr>
<td>10</td>
<td>Committee members must be mindful of the need to value the diversity of contribution that staff from across the University make to the achievement of the University’s Strategy. All committee members should have regard to equal opportunities</td>
</tr>
</tbody>
</table>
### Staff Forum

#### Employer representatives

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Deputy Vice Chancellor (Co-Chair)</td>
<td>Professor Parveen Yaqoob</td>
</tr>
<tr>
<td>The Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
</tbody>
</table>

#### Employee Representatives

<table>
<thead>
<tr>
<th>Constituencies</th>
<th>Representative(s)</th>
<th>Type of employees representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions including Interdisciplinary Institutes and VC’s office (excluding those within Academic and Governance Services and Estates and Campus Commerce)</td>
<td>Lisa Powles, John Jack (Co-Chair), Sarah Hinton, Vacancy, Vacancy, Rhodri Buttrick</td>
<td>G1-5, G1-5, G1-5, G1-5, G1-5, G6+</td>
</tr>
<tr>
<td>Estates and Campus Commerce</td>
<td>Vacancy, Caroline Saunby, Catherine Fleming, Vacancy, Vacancy, Greg Goddard</td>
<td>G1-5, G1-5, G1-5, G1-5, G1-5, G6+</td>
</tr>
<tr>
<td>Academic and Governance Services (CQSD, Library &amp; UMASCs, IT, Legal Services, Governance, PSO, HR)</td>
<td>Vacancy, Dana Allen, Vacancy, Amrit Saggu</td>
<td>G1-5, G1-5, G1-5, G6+</td>
</tr>
<tr>
<td>Schools</td>
<td>Emma Marshall, Vacancy, Vacancy, Leanne Ley, Daniel Wallace, Vacancy</td>
<td>G1-5, G1-5, G1-5, G6+, G6+</td>
</tr>
</tbody>
</table>

#### Secretary

- TBC

#### Terms of Reference:

1. To enable employee representatives (representing employees as set out in section 2 of the Information and Consultation Agreement relating to the Staff Forum) to bring ideas, questions and concerns to the Forum and take an active role in discussing, seeking practical ways forward and resolving such matters within the University.

2. To enable the University to inform and consult with the Grade 1-5 employees, and seek their views through the Grade 1-5 employee representatives on the following matters (as outlined in the Information and Consultation Agreement relating to the Staff Forum):

   - Decisions likely to lead to substantial changes in work organisation or contractual relations for Grade 1-5 employees, including redundancies and transfers of the business or part of the business.
   - Significant changes to HR policies or procedures or terms and conditions of employment common to Grade 1-5 employees.
   - Changes to the University’s occupational pension scheme(s) affecting Grade 1-5 employees.
- Implications of any significant legislative initiatives which may affect the working environment, terms and conditions, or workplace practices and policies of the University in so far as they relate to the Grade 1-5 employees
  Any other matters as may be deemed appropriate by the Chairs

| 3 | The Staff Forum will enable the University to inform only on the matters above in relation to staff who are Grade 6+. The expansion of the Staff Forum is intended to compliment the formal representation rights held by UCU (Reading University and College Union) who are recognised as the formal employee representative body (as outlined in the Trade Union Recognition and Procedure Agreement) by which the University is legally obliged to inform and consult regarding the above points for employees at Grade 6 and above. |
| 4 | The Forum shall operate in a spirit of co-operation and in the interests of the business of the University and its members as a whole. |
### Staffing Committee

#### Ex officio

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chief Strategy Officer and University Secretary</td>
<td>Dr Richard Messer</td>
<td></td>
</tr>
<tr>
<td>The Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
<td></td>
</tr>
<tr>
<td>An Assistant Director of Human Resources</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Andrew Charlton-Perez</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Professor Helen Parish</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>

#### One Head of Function appointed by the University Executive Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stuart Hunt</td>
<td>31.07.2024</td>
</tr>
</tbody>
</table>

#### Two senior members of the staff of the University appointed by the University Executive Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Faustina Hwang</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Dr Karen Henderson</td>
<td>31.07.2023</td>
</tr>
</tbody>
</table>

#### Secretary

| Alan Twyford (appointed by the University Secretary) |

#### Standing Invitation

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean for Diversity and Inclusion</td>
<td>Dr Allan Laville</td>
</tr>
<tr>
<td>One HR Partner</td>
<td></td>
</tr>
<tr>
<td>Director of Legal Services</td>
<td>Julie Rowe</td>
</tr>
<tr>
<td>The President of the Student's Union</td>
<td></td>
</tr>
</tbody>
</table>

#### Terms of Reference

1. To oversee the development of new Human Resources policy and related procedures, acting as project sponsor and establishing appropriate project teams from time to time.
2. To monitor progress towards the People strategy.
3. To review the effectiveness of current Human Resources procedures.
4. To consider the practical implications of new employment legislation, codes of practice and other national developments.
5. To discuss local variations to terms and conditions of employment.
6. To make recommendations to the University Executive Board and others as appropriate.
7. To provide advice on the implications for Human Resources policy of matters referred to it by other bodies.
8. To ensure that significant Human Resources developments are communicated to staff in an effective and timely manner.
9. To be responsible for the implementation of the University’s people development policy and for monitoring the University’s people development programme.
10. To be responsible for the monitoring of such risks as may be assigned to it within the University’s Risk Register.
11. To advise the University (as employer), through the University Executive Board and the Scrutiny and Finance Committee, on policy issues relating to the University of Reading Pensions Scheme (URPS).
Sports Management Committee

Chair | Pro Vice Chancellor (Education and Student Experience) | Professor Peter Miskell
Ex officio
Director of Campus Commerce or nominee | Matthew White
Student Activities Manager of the Union or their representative
Activities Officer of the Students' Union
Three members of Academic Staff
David Wallace or Caroline Saunby (Staff Forum) | 31.07.2023
Professor Glen Gibson | 31.07.2024
Dr Mike Proven | 31.07.2025
In attendance
Director of Finance or their nominee | Rachel Savin
A representative of Alumni and Supporter Engagement | Agnes Gibson
Director of Student Services or their nominee | Dr Paddy Woodman
A representative of Student Recruitment and Outreach | Amy Fairbrother
Projects Director or nominee | Nigel Wingfield
SportsPark Operations Manager | Greg Goddard
Director of Rowing | Will Rand
Standing Invitation
Lecturer in Physical Education | Gwenda Lappin
A post doc representative | Dr Rob Thompson
Community Relations Officer or their nominee | Molli Cleaver
A student representative from a sports team invited ad-hoc as deemed appropriate by the Activities Officer and Student Activities Manager of the Students’ Union
Secretary | Sarah Shears (appointed by the University Secretary)

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

1. To make recommendations to appropriate bodies on policy relating to:
   (i) the level of provision of sport;
   (ii) the promotion of sport internally to both academic and student bodies, and externally to the local community and beyond, in order to raise its profile and levels of participation;
   (iii) the development of sports-related facilities;
   (iv) the business strategy for sport, including pricing and fee structure;
   (v) the use and maintenance of relevant facilities for sport, including the University Campus;
   (vi) the links between sports and health and well-being of staff and students;
   (vii) the interface between sport and academic issues including, where appropriate, programmes of study;
   (viii) the sports activities of the University as they relate to environmental matters.

2. To oversee the production and implementation of the University’s Sports Strategy, in order to articulate with the University’s Corporate Plan and other relevant institutional strategies

3. To receive reports from the Head of SportsPark, Director of Rowing and the Activities Officer of the Students’ Union.

4 Reports annually to the Student Experience Committee in the Spring
Joint University/UCU Committee

**Ex officio**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Vice-Chancellor (Chair)</td>
<td>Professor Robert Van de Noort</td>
</tr>
<tr>
<td>The Deputy Vice-Chancellor</td>
<td>Professor Parveen Yaqoob</td>
</tr>
<tr>
<td>The Chair of the Staffing Committee</td>
<td>Dr Richard Messer</td>
</tr>
<tr>
<td>The Interim Director of Human Resources</td>
<td>Claire Rolstone</td>
</tr>
</tbody>
</table>

**One member of the Senate appointed by the Senate**

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Simon Clarke</td>
<td>31-07-2025</td>
</tr>
</tbody>
</table>

**Six members of the Reading Association of the UCU**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President of the Reading Association</td>
<td>Sally Pellow</td>
</tr>
<tr>
<td>Five other members of the Reading Association; the UCU Regional Official may attend as an alternate:</td>
<td></td>
</tr>
<tr>
<td>Dr David Field</td>
<td></td>
</tr>
<tr>
<td>Nat Willmott</td>
<td></td>
</tr>
<tr>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td>Moray McAulay, UCU Regional Official (alternate)</td>
<td></td>
</tr>
</tbody>
</table>

**Secretary**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University Secretary (for whom Katie Smith acts)</td>
</tr>
</tbody>
</table>

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 Vice-Chancellor (alternate the Deputy Vice-Chancellor or a Pro-Vice-Chancellor)
- The Director of the University Museums and Special Collections Service

### The Heads of Schools and Departments:

<table>
<thead>
<tr>
<th>Department</th>
<th>Head</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language and Literature</td>
<td>Professor Gail Marshall</td>
</tr>
<tr>
<td>Film, Theatre &amp; Television</td>
<td>Dr Simone Knox</td>
</tr>
<tr>
<td>Art</td>
<td>Professor John Russell</td>
</tr>
<tr>
<td>Institute of Education</td>
<td>Suzy Tutchell</td>
</tr>
<tr>
<td>Typography &amp; Graphic Communication</td>
<td>Professor Eric Kindel</td>
</tr>
<tr>
<td>Architecture</td>
<td>Professor Lorraine Farrelly</td>
</tr>
</tbody>
</table>

### Four members appointed by the Senate

<table>
<thead>
<tr>
<th>Member</th>
<th>Term Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Peter Robinson</td>
<td>31.7.2023</td>
</tr>
<tr>
<td>Vacancy</td>
<td></td>
</tr>
<tr>
<td>Professor Peter Miskell</td>
<td>31.7.2023</td>
</tr>
<tr>
<td>Professor Rachel Garfield</td>
<td>31.7.2024</td>
</tr>
</tbody>
</table>

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

- Reading Borough Council: Vacancy
- Reading Film Theatre: Vacancy
- Senior Common Room Committee: Professor Katrina Bicknell

### 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 Co-ordinator: Lucy Kelly
- The Curator of the University Arts Collection

### By invitation

- Commercial Director
- The RUSU Societies and Media Co-ordinator
- The RUSU Activities Officer
- Student representatives from relevant Departments and Societies
  - Society Rep: RUFAS
  - Society Rep: RUDS
  - Society Rep: RUMS
  - Student Rep: Literature and Languages
  - Student Rep: Institute of Education
  - Student Rep: Film, Theatre & Television
  - Student Rep: Art
  - Student Rep: Typography & Graphic Communication
  - Student Rep: Architecture

### Secretary

Rachel Goodwin, 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.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>To initiate and review such activities relating to the Arts as it deems appropriate.</td>
</tr>
<tr>
<td>3</td>
<td>To provide from such funds as it has available support for Arts activities in the University.</td>
</tr>
<tr>
<td>4</td>
<td>To have general responsibility for Arts organised in the University.</td>
</tr>
<tr>
<td>5</td>
<td>To make such representations on behalf of those concerned with organising Arts activities as it deems appropriate.</td>
</tr>
<tr>
<td>6</td>
<td>To seek in consultation with the Officers of the University outside support for Arts activities in the University.</td>
</tr>
<tr>
<td>7</td>
<td>To report annually to Senate and Council.</td>
</tr>
</tbody>
</table>
# University Farms Board

<table>
<thead>
<tr>
<th>Ex officio</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Deputy Vice Chancellor (Chair)</td>
<td>Professor Parveen Yaqoob</td>
</tr>
<tr>
<td></td>
<td>The Head of the School of Agriculture, Policy and Development</td>
<td>Professor Simon Mortimer</td>
</tr>
<tr>
<td></td>
<td>Another academic member of the School of Agriculture, Policy and Development</td>
<td>Professor Richard Bennett</td>
</tr>
<tr>
<td></td>
<td>Research Dean for Food and Health</td>
<td>Professor Carol Wagstaff</td>
</tr>
<tr>
<td></td>
<td>The Director of CEDAR</td>
<td>Professor Chris Reynolds</td>
</tr>
<tr>
<td></td>
<td>Dr Yiorgos Gadanakis</td>
<td></td>
</tr>
<tr>
<td>Co-opted members</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professor Richard Frazier</td>
<td></td>
</tr>
<tr>
<td>Two lay members (normally Farmers)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>David Homer</td>
<td>31.07.2024</td>
</tr>
<tr>
<td></td>
<td>Jane Dyson</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>By invitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Farms Manager</td>
<td>James Lamburn</td>
</tr>
</tbody>
</table>

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

| Secretary | Dr Simon Mealor |                        |

**Terms of Reference:**

1. To keep under review the University’s farming activities as carried out at Sonning and CEDAR Farms, bearing in mind the University’s overall interest.
2. To approve the annual revenue and capital budgets for each farming operation.
3. To keep under review the financial position of each farming activity and take such action as is necessary to ensure agreed budgets are achieved.
4. To keep under review the staffing arrangement for each farming operation and advise the Head of School accordingly.
5. To keep under review the health and safety performance of the University’s farming operations.
6. To make recommendations and report to the University Executive Board as required.
## Students’ Union: Trustee Board

<table>
<thead>
<tr>
<th>Officer Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>The President</td>
</tr>
<tr>
<td>The Education Officer</td>
</tr>
<tr>
<td>The Welfare Officer</td>
</tr>
<tr>
<td>The Activities Officer</td>
</tr>
<tr>
<td>The Inclusion and Community Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oscar Minto</td>
</tr>
<tr>
<td>Benjamin Coleman</td>
</tr>
<tr>
<td>Ruth Adeniyi</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debra Sopra</td>
</tr>
<tr>
<td>Tim Bertram</td>
</tr>
<tr>
<td>Ray Ellison</td>
</tr>
<tr>
<td>Jack Maddock</td>
</tr>
</tbody>
</table>

**Secretary**  Ryan Bird, Chief Executive of Students’ Union
## Appendix 1

### Committee Membership of Lay Members of Council

<table>
<thead>
<tr>
<th>Name</th>
<th>Date (End)</th>
<th>Committee(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Alexander</td>
<td>31.07.2025</td>
<td>Strategy &amp; Finance Committee</td>
</tr>
<tr>
<td>Shamshad Ali</td>
<td>31.07.2025</td>
<td>Audit Committee</td>
</tr>
<tr>
<td>Sian Butler</td>
<td>31.07.2023</td>
<td>Audit Committee, Appointments and Governance Committee, Remuneration Committee</td>
</tr>
<tr>
<td>Kevin Corrigan, Vice-President of Council</td>
<td>31.07.2025</td>
<td>Audit Committee, Investments Committee, Scrutiny and Finance Committee, Appointments and Governance Committee, Remuneration Committee</td>
</tr>
<tr>
<td>Penny Egan</td>
<td>31.12.2024</td>
<td>Committee for the Museum of English Rural Life, Honorary Degrees: Joint Standing Committee of the Council and Senate, Scrutiny and Finance Committee (to 31 December 2022), Student Experience Committee, Senate (in attendance)</td>
</tr>
<tr>
<td>Helen Gordon, President of Council</td>
<td>31.07.2025</td>
<td>Appointments and Governance Committee, Audit Committee, Honorary Degrees: Joint Standing Committee of the Council and Senate, Investments Committee, Remuneration Committee, Scrutiny and Finance Committee</td>
</tr>
<tr>
<td>Sue Maple</td>
<td>31.07.2025</td>
<td>Appointments and Governance Committee, Remuneration Committee, Professorial Annual Review Advisory Group, Senior Staff Salaries Advisory Group</td>
</tr>
<tr>
<td>Angus McCallum</td>
<td>31.07.2025</td>
<td>Audit Committee (from 1 January 2023), Scrutiny and Finance Committee (from 1 January 2023)</td>
</tr>
<tr>
<td>Name</td>
<td>Date</td>
<td>Committee(s)</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Peter Milhofer</td>
<td>(31.07.2025)</td>
<td>Audit Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Investments Committee</td>
</tr>
<tr>
<td>Lola Moses</td>
<td>(31.07.2023)</td>
<td>Student Experience Committee</td>
</tr>
<tr>
<td>Kate Owen</td>
<td>(31.07.2024)</td>
<td>Appointments and Governance Committee</td>
</tr>
<tr>
<td>Vice President of Council</td>
<td></td>
<td>Remuneration Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scrutiny and Finance Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student Experience Committee</td>
</tr>
<tr>
<td>Sally Plank</td>
<td>(31.07.2023)</td>
<td>Fundraising Ethics Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scrutiny and Finance Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senate (In attendance )</td>
</tr>
<tr>
<td>Nigel Richards</td>
<td>(31.07.2025)</td>
<td>Audit Committee (to 31 December 2022)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scrutiny and Finance Committee (from 1 January 2023)</td>
</tr>
<tr>
<td>Dr Christopher Shaw</td>
<td>(31.07.2025)</td>
<td>Audit Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student Experience Committee</td>
</tr>
<tr>
<td>Janet Young</td>
<td>(31.07.2025)</td>
<td>Investments Committee</td>
</tr>
</tbody>
</table>
## Appendix 2

<table>
<thead>
<tr>
<th><strong>Deputy Vice-Chancellor</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Parveen Yaqoob</td>
<td>31.12.2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Pro-Vice-Chancellors</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Mark Fellowes</td>
<td>31.07.2025</td>
</tr>
<tr>
<td>Professor Elizabeth McCrum</td>
<td>31.12.2025</td>
</tr>
<tr>
<td>Professor Peter Miskell</td>
<td>31.01.2028</td>
</tr>
<tr>
<td>Professor Parveen Yaqoob</td>
<td>31.07.2024</td>
</tr>
<tr>
<td>Professor Dominik Zaum</td>
<td>31.07.2024</td>
</tr>
</tbody>
</table>

**Vacancy**

<table>
<thead>
<tr>
<th><strong>Research Deans</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Roberta Gilchrist</td>
<td>Heritage &amp; Creativity</td>
</tr>
<tr>
<td>Professor John Gibbs</td>
<td>Heritage &amp; Creativity</td>
</tr>
<tr>
<td>Professor Rowan Sutton</td>
<td>Environment</td>
</tr>
<tr>
<td>Professor Tom Oliver</td>
<td>Environment</td>
</tr>
<tr>
<td>Professor Carol Wagstaff</td>
<td>Food and Health</td>
</tr>
<tr>
<td>Professor Adrian Bell</td>
<td>Prosperity &amp; Resilience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Teaching and Learning Deans</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Katja Strohfeldt</td>
<td>31.07.2023</td>
</tr>
<tr>
<td>Professor Clare Furneaux</td>
<td>31.07.2027</td>
</tr>
<tr>
<td>Daniel Grant</td>
<td>31.07.2027</td>
</tr>
<tr>
<td>Louise Hague</td>
<td>31.07.2027</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Dean for Diversity and Inclusion</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Allan Laville</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Deans</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor John Board</td>
<td>Henley Business School</td>
</tr>
<tr>
<td>Professor Adrian Williams</td>
<td>Postgraduate Research Studies and Researcher Development</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th><strong>Heads of Schools</strong></th>
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</thead>
<tbody>
<tr>
<td>School of Arts and Communication Design</td>
<td>Professor Trish Reid</td>
</tr>
<tr>
<td>Institute of Education</td>
<td>Professor Carol Fuller</td>
</tr>
<tr>
<td>School of Humanities</td>
<td>Professor Helen Parish</td>
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<tr>
<td>School of Law</td>
<td>Professor James Devenney</td>
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<tr>
<td>School of Literature and Languages</td>
<td>Professor Gail Marshall</td>
</tr>
<tr>
<td>School of Politics, Economics and International Relations</td>
<td>Professor Uma Kamphampati</td>
</tr>
<tr>
<td>International Study and Language Institute</td>
<td>Professor David Carter</td>
</tr>
<tr>
<td>School of Agriculture, Policy and Development</td>
<td>Professor Simon Mortimer</td>
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<tr>
<td>School of Biological Sciences</td>
<td>Professor Phil Dash</td>
</tr>
<tr>
<td>School Chemistry, Food and Pharmacy</td>
<td>Professor Richard Frazier</td>
</tr>
<tr>
<td>School of Psychology and Clinical Language Sciences</td>
<td>Professor Carmel Houston-Price</td>
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<tr>
<td>School of the Built Environment</td>
<td>Dr Tim Lees</td>
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<tr>
<td>School of Archaeology, Geography and Environmental Science</td>
<td>Professor Steve Musson</td>
</tr>
<tr>
<td>School of Mathematical, Physical and Computational Sciences</td>
<td>Professor Andrew Charlton-Perez</td>
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</table>

**Henley Business School**

<table>
<thead>
<tr>
<th>Business Informatics, Systems and Accounting</th>
<th>Professor Keiichi Nakata</th>
<th>30.04.2024</th>
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<tbody>
<tr>
<td>International Business and Strategy</td>
<td>Professor James T. Walker</td>
<td>30.06.2023</td>
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<tr>
<td>The International Capital Markets Association Centre</td>
<td>Professor Andrew Urquhart</td>
<td>30.09.2026</td>
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<tr>
<td>Leadership, Organisations and Behaviour</td>
<td>Professor Yelena Kalyuzhnova</td>
<td>31.06.2025</td>
</tr>
<tr>
<td>Marketing and Reputation</td>
<td>Professor Adrian Palmer</td>
<td>31.01.2026</td>
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<tr>
<td>Real Estate and Planning</td>
<td>Professor Gianluca Marcato</td>
<td>31.12.2024</td>
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### Appendix 3

**Trusts**

**NIRD Trust Committee**

<table>
<thead>
<tr>
<th>Chair</th>
<th>Steve Sherman</th>
<th>External Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointed by Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Richard Bennett</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Christensen</td>
<td>External Member</td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>Caroline Redzikowska (who acts on behalf of the University Secretary)</td>
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**Hugh Sinclair Trust**

<table>
<thead>
<tr>
<th>Chair</th>
<th>Professor Dominik Zaum</th>
<th>Pro Vice Chancellor (Research and Innovation)</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>Professor Carol Wagstaff</td>
<td>Research Dean</td>
<td></td>
</tr>
<tr>
<td>Professor Richard Frazier</td>
<td>Head of the School of Chemistry Food and Pharmacy</td>
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<tr>
<td>Professor Julie Lovegrove</td>
<td>Hugh Sinclair Chair in Human Nutrition</td>
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<tr>
<td>Professor Ian Young</td>
<td>External Advisor</td>
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<tr>
<td>Secretary</td>
<td>Tasha Easton (who acts on behalf of the University Secretary)</td>
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**Greenland Trust**

<table>
<thead>
<tr>
<th>Chair</th>
<th>Professor Peter Miskell</th>
<th>Pro Vice Chancellor (Education and Student Experience)</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Peter Milhofer</td>
<td>Lay member of Council</td>
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</tr>
<tr>
<td>Dr Paul Preston</td>
<td>appointed by the Scrutiny and Finance Committee</td>
<td></td>
</tr>
<tr>
<td>John Taylor</td>
<td>appointed by the Scrutiny and Finance Committee</td>
<td></td>
</tr>
<tr>
<td>In attendance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean of Henley Business School</td>
<td>Professor John Board</td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>Tasha Easton (who acts on behalf of the University Secretary)</td>
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**Beckett International Foundation**

<table>
<thead>
<tr>
<th>Chair</th>
<th>Pro-Vice-Chancellor (Research and Innovation)</th>
<th>Professor Dominik Zaum</th>
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<tbody>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Kate Arnold-Forster</td>
<td>Director of UMASCS</td>
</tr>
<tr>
<td>Guy Baxter</td>
<td>Associate Director UMASCS – Archive Services</td>
</tr>
<tr>
<td>Professor Jonathan Bignell</td>
<td>School of Art and Communication Design</td>
</tr>
<tr>
<td>Professor Conor Carville</td>
<td>School of Literature and Languages</td>
</tr>
<tr>
<td>Professor John Gibbs</td>
<td>Research Dean</td>
</tr>
<tr>
<td>Stuart Hunt</td>
<td>Director UCLS &amp; University Librarian</td>
</tr>
<tr>
<td>Professor Steven Matthews</td>
<td>School of Literature and Languages</td>
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<tr>
<td>Dr Matthew McFrederick</td>
<td>School of Art and Communication Design</td>
</tr>
<tr>
<td>Dr Mark Nixon</td>
<td>School of Literature and Languages</td>
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<tr>
<td>Secretary</td>
<td>Tasha Easton (who acts on behalf of the University Secretary)</td>
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### Wholly Owned Companies

**Henley Business School Limited Company Number 07019049**

<table>
<thead>
<tr>
<th>Appointed by Council</th>
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<tbody>
<tr>
<td>Professor John Board</td>
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<tr>
<td>Professor Robert Van de Noort</td>
</tr>
<tr>
<td>Emma Ashley</td>
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*Secretary* | TBC (who acts on behalf of the University Secretary)*

**Reading Real Estate Foundation**  
Company Number 04347140/ Charity Number 1092627

<table>
<thead>
<tr>
<th>Appointed by Council</th>
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<tbody>
<tr>
<td>Chair</td>
</tr>
<tr>
<td>Professor Kleio Akrivou</td>
</tr>
<tr>
<td>Patrick Allen</td>
</tr>
<tr>
<td>David Atkins</td>
</tr>
<tr>
<td>Susan Clayton</td>
</tr>
<tr>
<td>Professor Ginny Gibson</td>
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<tr>
<td>Stafford Lancaster</td>
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<tr>
<td>Bryan Laxton</td>
</tr>
<tr>
<td>Professor Gianluca Marcato</td>
</tr>
<tr>
<td>Katherine Norton</td>
</tr>
<tr>
<td>Professor Angelique Chettiparambil Rajan</td>
</tr>
<tr>
<td>John Ridley</td>
</tr>
<tr>
<td>Christopher Taylor</td>
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*Secretary* | Kerry Johnston (who acts on behalf of the University Secretary)*

**Thames Valley Science Park Limited Company Number 09435011**

<table>
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<tbody>
<tr>
<td>Professor Adrian Williams</td>
</tr>
<tr>
<td>Andrew Grice</td>
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*Secretary* | Louise Sharman, Head of Governance (who acts on behalf of the University Secretary)
## Appointed by Council

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Jurek Sikorski</td>
<td>Executive Director, Henley Centre for Entrepreneurship</td>
</tr>
<tr>
<td>Professor Dominik Zaum</td>
<td>Pro Vice Chancellor (Research and Innovation)</td>
</tr>
<tr>
<td>Dr Keith Arundale</td>
<td>Sessional Lecturer, ICMA Centre</td>
</tr>
<tr>
<td>Denis Bidinost</td>
<td></td>
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<tr>
<td>Dr John Cavill</td>
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<tr>
<td>Gareth Hawkins</td>
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<tr>
<td>Professor Andrew Godley</td>
<td></td>
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### Secretary

TBC (who acts on behalf of the University Secretary)
**Overseas Subsidiaries**

RUMAL Reading Sendirian Berhad Board of Directors

<table>
<thead>
<tr>
<th><strong>The Directors of Rumal Reading Sdn.Bhd.</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro- Vice Chancellor (Academic Planning and Resource) <em>(Chair)</em></td>
<td>Professor Mark Fellowes</td>
</tr>
<tr>
<td>Head of the School of Law, UoR</td>
<td>Professor James Devenney</td>
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<tr>
<td>Head of the School of the Built Environment</td>
<td>Dr Tim Lees</td>
</tr>
<tr>
<td>Acting Dean of Henley Business School</td>
<td>Professor Elena Beleska-Spasova</td>
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<tr>
<td>Head of the School of Psychology and Clinical Language Sciences</td>
<td>Professor Carmel Houston-Price</td>
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<tr>
<td>Resident Director</td>
<td>Rosnah Binti Mohamad</td>
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**By invitation**

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<table>
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<tbody>
<tr>
<td>Provost and Chief Executive Officer, UoRM</td>
<td>Professor Wing Lam</td>
</tr>
<tr>
<td>Director of Finance and Corporate Services, UoRM</td>
<td>Pui Suang Tan</td>
</tr>
<tr>
<td>Director of Finance, UoR</td>
<td>Andrew Grice</td>
</tr>
<tr>
<td>Company Secretary, Tricor Corporate Services Sdn Bhd</td>
<td>May Li Yong</td>
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**In attendance**

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<tbody>
<tr>
<td>Tricor Corporate Services Sdn Bhd</td>
<td>Chloe Soon</td>
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</table>

**Secretary:** Caroline Redzikowska (Senior Governance Officer)

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**University of Reading Malaysia Executive Board**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Chair</strong></td>
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</tr>
<tr>
<td>Provost and Chief Executive Officer, UoRM <em>(Chair)</em></td>
<td>Professor Wing Lam</td>
</tr>
<tr>
<td>Director of Finance and Corporate Services, UoRM</td>
<td>Pui Suang Tan</td>
</tr>
<tr>
<td>Director of Student Welfare and Academic Services</td>
<td>Nandan Ramachandran</td>
</tr>
<tr>
<td>Academic Director of Teaching and Learning</td>
<td>Professor Anne Vergis</td>
</tr>
<tr>
<td>Chair of Academic Heads of Section, UoRM</td>
<td>Professor Teck Eng</td>
</tr>
</tbody>
</table>

**Secretary** Imelda Simon, Executive Officer, UoRM

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**University of Reading Malaysia Academic Board**

<p>| | |</p>
<table>
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<td>Head of Henley Business School (UoRM)</td>
<td>Professor Teck Eng</td>
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<tr>
<td>Head of Foundation Study and Language Institute (UoRM)</td>
<td>Mohd Ridhwan Abdullah</td>
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<tr>
<td>Head of Psychology and Clinical Language Sciences</td>
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<td>Head of Built Environment</td>
<td>Dr Bruno Lot Tanko</td>
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<td>Campus Director of Academic Tutoring</td>
<td>Dr Kuan Yong Ching</td>
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<td>Director of Student Welfare and Academic Services</td>
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<tr>
<td>Head of Learning Resource Centre</td>
<td>Thiam Ming Wong</td>
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<td>Head of Student Recruitment</td>
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<tr>
<td>Head of Business Systems &amp; Applications</td>
<td>Kannan Sankaran</td>
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</table>

**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  Rachel Leong

Henley Business School – South Africa

*The Directors of Henley Business School South Africa*

TBC

Secretary:

Henley Business School GmbH – Germany

*The Directors of Henley Business School Germany.*

Vice Chancellor  Professor Robert Van de Noort

Secretary:  Caroline Redzikowska, Senior Governance Officer

Henley Business School – Finland

*The Directors of Henley Business School Finland.*

Dean of Henley Business School  Professor John Board
Professor Andrew Godley
Annu Matuila

Secretary: