

## UCAS Board of Trustees Appointment Brief

### Trustee vacancy: Head of an institution that is a provider of higher education

The UCAS Board is seeking to appoint a Trustee who is the head of a higher education provider. Initial expressions of interest are sought by **Friday 17 July 2015**.

UCAS, a registered charity, is the world's largest central admissions service for higher education. Our vision is that we are at the heart of connecting people to higher education and our mission is to inspire and facilitate progression in education through information and admissions services.

We provide students with access to information and advice to help them make the right choice about what and where to study, alongside admissions services for over 380 UK universities and colleges. UCAS typically manages over 2 million applications undergraduate applications from 700,000 UK, EU and international students each year and has a growing reputation for analysis and insight on progression and admissions.

UCAS employs c.450 people and is entirely self-funding through income from applications, universities and colleges, and through revenues generated by its commercial subsidiary, UCAS Media Ltd. Its annual budget is around £40million and the organisation is based in Cheltenham, Gloucestershire.

UCAS has set itself a challenging strategy to modernise its services and to embrace digital technology. We want to offer more and better services to learners and those who support them, as well as ensuring that universities and colleges can efficiently recruit and select the students they want in an increasingly challenging environment.

### The UCAS Board

UCAS was incorporated in 1993 and is a company limited by guarantee. It is registered as a company in England; as a charity in England and Wales; and as a cross border charity in Scotland, with charitable objects to advance, and assist in the advancement of, higher, further and secondary education.

The charity has a skills-based Board of 12 Directors who are also Trustees of the Charity. Our Trustees provide strategic guidance and scrutiny and are accountable for ensuring that UCAS' strategy demonstrably meets its charitable objects and delivers public benefit. The Board is supported by Audit, Finance, Remuneration and Nominations Committees.

UCAS has also has an advisory Council representing UCAS' customers and stakeholders. The role of the UCAS Council is to challenge and inform the work of UCAS Board; to give feedback to the Board on the organisation's performance; and to inform the strategic direction of UCAS.

The majority of our Trustees are from a higher education background. Trustees are selected and appointed based on their specific skills, experience and expertise. The Board is also keen to ensure that Trustees from the higher education sector are drawn from a diverse range of providers, with a geographical spread that encompasses the whole of the UK.

## **Term and commitment**

Trustees are appointed for a fixed term of four years and this can be renewed for a further period of between one and four years by as determined by the Board.

The UCAS Board meets five/six times a year in Cheltenham or London. Trustees are also expected to serve on one or more of the Board's Committees. The appointment is without remuneration but reasonable expenses will be reimbursed.

## **Person specification**

The Board is looking for a Trustee who can bring some or all of the following:

### Knowledge and experience

- Significant experience of operating at board level in a large and complex private or public sector organisation
- Effective communication and interpersonal skills and experience of influencing at the highest levels and fostering productive relationships across complex and wide-ranging stakeholder groups
- Strong evidence of strategic planning and decision making, commercial acumen and understanding of risk and performance management
- Experience of or interest in the current challenges facing HE both in the UK and overseas
- Specific interest or experience in the operational and policy issues surrounding admissions to higher education, including regulation
- A breadth of vision and a demonstrable understanding of the principles of good institutional governance
- Awareness of the modern regulatory environment.

### Additional requirements

- The judgement to digest and act upon large amounts of written material, and the ability to consider and question the procedures and objectives of a public service provider in a constructive manner
- A record of championing equality of opportunity and diversity
- A personal style that demonstrates authority, confidence and commitment
- Access to a network of contacts in government, business and the education community
- The experience and willingness to sit on one or more of the Audit, Finance, Nominations and Remunerations Committees and/or the trading subsidiary UCAS Media Ltd.

### Specific skills requirements

In addition to the above, Board and Committee members may also have experience of some of the following:

- Higher/Further Education: senior level leadership experience in higher and/or further education
- Regions: an understanding of and experience in balancing the particular needs of England, Wales, Scotland and Northern Ireland
- Operational: High stakes, cyclical or time-bound operational delivery in a public service environment
- Technology: Specification, sourcing, commissioning, and management of complex IT delivery
- Data: data governance, management of data services, and analytics
- Digital business strategy: understanding the impact and utilisation of web, digital marketing, and social media; agile development and delivery
- Transformational change delivery: for example delivery of complex programmes and business or organisational change
- Communications: public relations and stakeholder relationship management
- People: Development and implementation of change management, talent management, performance management, reward and staff relations
- Compliance: Regulatory and legislative compliance; Charity, Company/Corporate, Freedom of Information, Data Protection
- Assurance: Audit, risk management, financial controls
- Finance: Investment, financial management
- Commercial: Procurement/sourcing, pricing, and sales management

## How to express an interest

Interested individuals are invited to submit a CV and short covering note to UCAS by close on Friday 17 July. Expressions of interest should be sent to Danya Young, Corporate Governance Manager ([d.young@ucas.ac.uk](mailto:d.young@ucas.ac.uk)).

Shortlisted candidates will be invited to discuss the role with Chief Executive, Mary Curnock Cook, and the Chair of Trustees, Professor Sir Steve Smith. The Nominations Committee, chaired by Professor Sir Steve Smith, will make a recommendation to UCAS Board in September 2015.

## Further information

- UCAS corporate strategy 2015-2020: <https://corporatestrategy.ucasdigital.com/>
- List of current Trustees: <https://www.ucas.com/corporate/about-us/corporate-governance/board-trustees>
- Charity trustee: what's involved <https://www.gov.uk/charity-trustee-whats-involved>
- The Essential Trustee: What you need to know can be found at the following link <https://apps.charitycommission.gov.uk/publications/cc3.aspx>