

## **UCAS Board of Trustees appointment brief**

### **Trustee vacancy: Independent trustee who is the head of a higher education provider**

The UCAS Board is seeking to appoint a trustee who is the head of a higher education provider.

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.

Every year, we manage over four million applications from 800,000 students, enabling around 600,000 people to secure a place at one of 400 universities or colleges or 1,200 schools.

Although we're best known for providing a national admissions service, we also aim to inspire and help people make good choices about their education at 16, 18, and as adult learners, whether they're interested in university, an apprenticeship, or further study.

Our rich data assets and analytical expertise enable us to offer a unique perspective on progression and admission to higher education, and we make a significant and growing contribution to national debates about education, access, and social mobility.

UCAS employs c.500 people and is entirely self-funding, through income from applications, universities and colleges, and through revenues generated by its commercial subsidiary, UCAS Media Limited. Its annual budget is around £46 million and the organisation is based in Cheltenham, Gloucestershire.

Having recently appointed our new Chief Executive, Clare Marchant – who joins UCAS in July 2017 – the organisation is at an exciting point in its evolution. In 2015, UCAS set itself a challenging strategy to modernise its services, placing the student journey and experience at its heart. We will offer more and better services to students and those who support them, as well as continuing to ensure universities and colleges can efficiently recruit and select the students they want in an increasingly challenging, market-driven environment. Following significant investment to extend and enhance our technology capabilities, new services are being introduced with increasing regularity, and a new application service is scheduled for release for the 2019 undergraduate admissions cycle.

### **The UCAS Board, Committees, and the UCAS Council**

The charity has a skills-based Board of 12 trustees. Our trustees provide strategic guidance and scrutiny, and are accountable for ensuring UCAS' strategy demonstrably meets its charitable objectives and delivers public benefit. The Chief Executive customarily attends the Board meetings, accompanied by other UCAS executives as appropriate. The Board is supported by the Audit, Finance, Remuneration, and Nominations Committees.

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Document Owner: Corporate Governance Manager

Although 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 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.

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

### **Vacancy**

We currently have a vacancy for a trustee who is the head of a higher education provider. The successful candidate will also be asked to serve as a member of at least one of UCAS' other Committees and/or on the Board of UCAS' trading subsidiary, UCAS Media Limited.

### **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 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**

In addition to serving as the head of a higher education provider, the Board is looking for a trustee with 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, 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 higher education 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 higher education provider governance
- awareness of the modern regulatory environment

#### **Additional requirements**

- 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 sector

- the experience and willingness to serve on one or more of the Audit, Finance, Nominations, and Remuneration Committees and/or the Board of UCAS' trading subsidiary, UCAS Media Limited

### Specific skills requirements

In addition to the above, it would be helpful if trustees can demonstrate leadership or management experience in some of the following areas:

- transformational change delivery: for example, leadership of complex business or organisational change
- digital business strategy: understanding the impact and utilisation of web, digital marketing, and social media; agile development and delivery
- customer experience: understanding of customer-led service development and delivery
- technology: sourcing, commissioning, and management of complex IT delivery, including supplier management
- data: understanding of data governance and legislation, and the issues associated with the development and delivery of data and analytical services
- operations: delivery of high stakes, cyclical, or time-bound services
- education environment: an understanding of the differences in secondary and tertiary education between England, Northern Ireland, Scotland, and Wales
- finance: investment strategy, financial management, procurement, pricing, and sales

### Appointment process

Interested individuals are invited to submit a CV and short covering note expressing their interest to Danya Young, Corporate Governance Manager, either by email at [d.young@ucas.ac.uk](mailto:d.young@ucas.ac.uk) or by post to UCAS, Rosehill, New Barn Lane, Cheltenham, GL52 8LL, quoting reference **HE2017**, by **Friday 2 June 2017**.

Shortlisted candidates will be invited to discuss the role with the Interim Chief Executive, Andrew Hargreaves, and the Director of External Relations, Helen Thorne. The Nominations Committee, chaired by Professor Sir Steve Smith, will make a recommendation on the appointment to the UCAS Board.

### Equality and inclusion

UCAS is committed to equality and values diversity in its workforce and on its Boards. We have a target that our Board of Trustees will have a membership of at least 40% men and at least 40% women. We welcome and encourage applications from all candidates in line with the Equality Act 2010, and in particular invite applications from women, members of ethnic minority groups, and/or candidates with disabilities, as these groups are currently underrepresented on our Board. All information you send us will be kept secure in line with the Data Protection Act 1998.

### Further information

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| • <a href="#"><u>UCAS Corporate Strategy 2015 – 2020</u></a>                         | • <a href="#"><u>UCAS trustees and Committee members</u></a> |
| • <a href="#"><u>UCAS Articles of Association</u></a>                                | • <a href="#"><u>Matters reserved for the Board</u></a>      |
| • <a href="#"><u>Annual report and accounts for the year ending 31 July 2016</u></a> | • <a href="#"><u>Charity trustee: what's involved</u></a>    |