

APPOINTMENT BRIEF

UCAS BOARD OF TRUSTEES

Security marking: Public

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UCAS

UCAS is the world's largest central admissions service for higher education. Our vision is to be at the heart of connecting people to higher education, and we do this by working with students, teachers, and the higher education sector to provide information, advice, admissions, and data analysis services.

UCAS was incorporated in 1993, and is a company limited by guarantee. We are 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.

UCAS' core purpose is to provide an accessible and trusted undergraduate admissions service. Every year, we support around 700,000 students, from over 200 countries, applying to undergraduate higher education. Our service is designed around enabling student choice and realising efficiency benefits for universities, conservatoires, colleges, schools, and applicants, and enjoys high levels of satisfaction across all customer groups. Our technology capability, and expertise in running this service, enable UCAS to offer postgraduate, conservatoire, teacher training, and degree apprenticeship services.

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 around 450 people, and is entirely self-funding through income from applications, universities and colleges, and revenues generated by our commercial subsidiary, UCAS Media Limited. Our annual income is around £50 million, and the organisation is based in Cheltenham, Gloucestershire.

We are at an exciting point in our evolution. Our refreshed corporate strategy establishes a clear focus on developing the undergraduate admissions service to better meet the needs of students, advisers, and higher education providers, in a rapidly changing and uncertain environment. The strategy establishes our ambitions to offer students more personalised information and advice, and to provide accessible, timely data and insights, to facilitate progression and participation in education. It establishes our goals to grow our presence in the postgraduate market, and work in partnership with others to expand our apprenticeship offering, and services for international students and those who support them.

To underpin the successful delivery of the strategy, the business is committed to increasing efficiency, and ensuring core services are self-funding, while growing the UCAS Media business.

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The UCAS Board, Committees, and the UCAS Council

UCAS has a skills-based Board of 13 trustees. Our trustees provide strategic guidance and scrutiny, and are accountable for ensuring our strategy demonstrably meets our charitable objectives and delivers public benefit. The Board is supported by the Audit, Finance, Remuneration, and Nominations committees.

Trustees are selected and appointed based on their specific skills, experience, and expertise. They are drawn from higher, further, and secondary education, the student community, and business, to ensure UCAS has access to a wide range of expertise, including finance and technology, as well as education and the student experience.

UCAS also has an advisory Council, representing our 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 our strategic direction.

UCAS' trading subsidiary, UCAS Media Limited, delivers consultancy, insights, data, and marketing services and products to a wide range of customers. It provides social value through the services it offers to students, and its financial contributions to UCAS.

Independent trustee who is a senior leader in secondary education

Overall responsibility

We currently have a vacancy for a trustee who is a senior leader in secondary education. 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 up to four years, unless terminated prior to that by the Board. The appointment is without remuneration, but reasonable expenses will be reimbursed.
- > The Board is required to meet regularly to discharge its duties, and currently meets six times a year, primarily in Cheltenham or London, or, from time to time, at other locations in the UK.

Person specification

The Board is looking to appoint someone who is a leader in the secondary education sector. This could be a head teacher, but might also be someone who holds another leadership position, for example, in a multi-academy trust or representative body. It is essential that candidates have regular engagement with secondary age students, and established networks and contacts across the wider secondary education sector, and beyond.

Knowledge and experience

- > Experience of operating at board or committee-level for a charity, private, or public sector organisation.
- > A high level of understanding and interest in UCAS' business, our markets and customers, and a commitment to our charitable goals and values.
- > Experience of, or interest in, the current challenges facing students, and the range of post-18 choices available to them.
- > Effective communication and interpersonal skills, and experience of influencing at the highest levels, fostering productive relationships across complex and wide-ranging stakeholder groups.
- > Awareness of the modern regulatory environment.

Additional requirements

- > A record of championing equality of opportunity and diversity.
- > A personal style that is collaborative and demonstrates authority, confidence, and commitment, and a willingness and ability to raise and deal with difficult issues.
- > Access to a network of contacts in secondary education, business, and government.
- > The ability to act ethically, with sound independent judgement, and the highest levels of integrity, independence, and confidentiality.
- > 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.

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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:

- > Raising aspiration and achievement: understand the challenges and best practice in secondary education, in raising aspiration and attainment levels, particularly in disadvantaged areas, and have demonstrated leadership in this area.
- > Understanding the full range of post-18 choices available to young people, including apprenticeships, and good practice in helping young people evaluate their choices.
- > Transformational change delivery: for example, leadership of complex business or organisational change.
- > Customer experience: understanding of customer-led service development and delivery.
- > 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, Company Secretary, either by email to CGrecruitment@ucas.ac.uk, or by post to UCAS, Rosehill, New Barn Lane, Cheltenham, GL52 3LZ, quoting reference **SE2019**, by **Friday 24 May 2019**.

Shortlisted candidates will initially be invited to discuss the role with Clare Marchant (UCAS' Chief Executive), Helen Thorne (UCAS' Director of External Relations), or Fiona Johnston (UCAS' Director of Operations), which we expect to take place on **Friday 7 June 2019**. This may be followed by a discussion with a trustee of the UCAS Board at a later date.

Should you wish to discuss this role informally, prior to submitting an application, please contact Clare Marchant at CGrecruitment@ucas.ac.uk.

Equality and inclusion

UCAS is committed to equality, and values diversity in its workforce, and on its Boards. We welcome and encourage applications from all candidates, in line with the Equality Act 2010. We would particularly welcome expressions of interest from minority and under-represented groups, as we strive for better equality and diversity on the Board. All information you send us will be kept secure, in line with the Data Protection Act 2018.

Further information

- > **Corporate strategy: Future Focus 2020**
- > **UCAS Impact Report 2018**
- > **UCAS Articles of Association**
- > **Annual report and accounts for the year ending 31 July 2018**
- > **UCAS trustees and committee members**
- > **Matters reserved for the Board**

Further useful information can be found on the UCAS website at www.ucas.com.