

## **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 718,000 students, enabling around 535,000 people to secure an undergraduate place at one of 400 universities or colleges.

Although we're best known for providing a national undergraduate admissions service, we also aim to inspire and help people make good choices about their education, and provide teacher training and postgraduate admissions 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 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 £45 million and the organisation is based in Cheltenham, Gloucestershire.

With a new Chief Executive, Clare Marchant – who joined UCAS in July 2017 – the organisation is at an exciting point in its evolution. A refreshed strategy is about to be published, which 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 also establishes UCAS' ambitions to offer students more personalised information and advice, and to provide accessible, timely data and insights to facilitate progression and participation in education. To underpin the successful delivery of the strategy the business is committed to increasing efficiency and ensuring that core services are self-funding, whilst growing the UCAS Media business.

### **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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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, Company Secretary, 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 3LZ, quoting reference **HE2018**, by **23 March 2018**.

Shortlisted candidates will be invited to discuss the role with the Chief Executive, Clare Marchant, 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

- [UCAS Impact Report 2017](#)
- [UCAS Articles of Association](#)
- [Annual report and accounts for the year ending 31 July 2017](#)
- [UCAS trustees and Committee members](#)
- [Matters reserved for the Board](#)
- [Charity trustee: what's involved](#)