



# UCAS BOARD OF TRUSTEES

## THE SECTOR TRUSTEE

**Candidate pack**

UCAS

## DEAR CANDIDATE,

Thank you for your interest in becoming a Trustee on the UCAS Board. I am delighted that you are considering this influential role at an exciting, dynamic, and challenging time for UCAS and UK higher education (HE), but one rich with opportunity.

UCAS is an independent charity, who, at its core, looks to inspire and empower people to make aspirational choices about higher education and learning. The need for fairness and transparency in the admissions process is of national importance and the role we play in achieving this objective means regular interaction with policymakers, governments and the media.

Our ambition is to build on our work in higher education admissions to connect students to more possibilities in apprenticeships and technical education and for more international students to use UCAS as the informative, relevant, independent gateway to study in the UK.

We are a national UK brand instantly recognisable to over one million students every year who use our services. This connection to students creates an array of commercial opportunities that not only add value to all of our customers through our products, services and data insights, but also work to keep the charges to applicants and university and college customers low. They allow us to re-invest in our products and services to ensure they remain relevant and competitive.

We are seeking to appoint an experienced higher education sector trustee, who is a serving Vice Chancellor. You will work with a diverse Board, comprising of specialists from finance and digital sectors, individuals with leadership roles in secondary and further education, as well as other Vice Chancellors from Universities across the UK.

You will find UCAS to be a dynamic, digital, medium sized business with a national and international reach, and pivotal to making a real impact on individual's lives. Whilst UCAS and its charitable objectives guide everything we do; our subsidiaries operate with a commercial mindset – our focus on value and efficiency for our customers is key.

In the rest of this pack, you will find information about our work, values, and structure, as well as our strategic plans for the future. You will also find specific details of our requirements and information about how to apply for these unique roles.

Please do get in touch if you would like further information.



Clare Marchant  
Chief Executive





**WITH UCAS YOU CAN discover your future**

## AN INTRODUCTION TO UCAS

As a highly trusted, independent charity, UCAS helps over 700,000 people from more than 200 countries and territories to explore the opportunities and benefits of undergraduate higher education (HE) every year. We are proud to enable over half a million people to change their lives by embarking on their studies at a UK university or college. You can read our strategy for 2020-2025 'Discover your future' [here](#). Our technology capability and customer service expertise also mean that we can support individuals interested in exploring postgraduate courses, as well as degree and higher apprenticeships, and we currently run admissions services for conservatoires, postgraduate courses, and teacher training.

UCAS has a turnover of circa £50m. Income is generated from profit from UCAS Media Ltd – our wholly-owned commercial subsidiary – all of which is gift aided back into the charity. The charity also generates income through the application fees paid by individuals, and a fee paid by universities and colleges for students placed. We do not receive any direct financial support from the government, so our commercial activities help us deliver our charitable objectives, whilst keeping costs down for students and education providers.





## THE UCAS BOARD, COMMITTEES, AND 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, digital, and marketing, 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 Subsidiaries provide social value through the services they offer to students and their financial contribution to UCAS. The subsidiaries boards usually comprise of seven or more directors, including three trustees and at least two members of our executive team and have a strong relationships with the UCAS Group board.



**WITH UCAS YOU CAN thrive in a changing world**

## THE OPPORTUNITY

The UCAS Board is seeking to appoint a higher education sector trustee. The appointed individual would join UCAS at an interesting and challenging time for the higher education sector, but also a time that is full of opportunities. UK HE attracts applicants over 200 countries, and COVID-19 has presented new challenges for the global student recruitment market. Furthermore, there is growing interest in reshaping admissions to boost progress towards widening access and participation goals and educations, and UCAS has a central role to play in shaping this agenda. Finally, the development of new technical qualifications and progression routes presents students with an unprecedented level of choice

UCAS seeks an individual who can bring real insight into our customer needs who will help ensure that UCAS remains proactively responsive to the changing needs of its users.

Those wishing to express interest are encouraged to read our **Discover Your Future** and our **Impact Report 2019**. Our latest annual report and accounts are available [here](#).

# TERM AND COMMITMENT

Trustees are appointed for a fixed term of up to four years, and this can be renewed for a further period of between one and four years by as determined by the UCAS 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 five times a year, primarily in Cheltenham or London. 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.

**WITH UCAS YOU CAN connect to more possibilities**





# PERSON SPECIFICATION

The Board is looking for a trustee with an understanding of the non-executive role and the time to make a full contribution to it with some or all of the following: -

## Knowledge and experience

- > proven leadership with effective communication and interpersonal skills and experience of influencing at the highest levels, fostering productive relationships across complex and wide-ranging stakeholder groups, and the ability to challenge the Executive.
- > strong evidence of strategic planning and decision-making, commercial acumen, and understanding of risk and performance management
- > experience of 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
- > a high level of understanding and interest in UCAS' business, our markets, and customers, and a commitment to our charitable goals and values
- > sound knowledge of governance, including awareness of the charitable sector, and a clear understanding and acceptance of the legal duties, liabilities, and responsibilities of trustees and committee members
- > a breadth of vision, and a demonstrable understanding of the principles of good governance, including an understanding of the proper separation between governance and executive management
- > a record of promoting and championing open discussions and debate, and fostering positive relationships
- > the ability to act ethically, with sound independent judgement, and the highest levels of integrity, probity, diplomacy, and confidentiality
- > awareness of the modern regulatory environment, and politically astute, with a broad understanding of wider economic, social, and technological trends affecting higher education, and the foresight to highlight potential opportunities and risks
- > dedication to equality of opportunity.



**WITH UCAS YOU CAN achieve what you're aiming for**



WITH UCAS YOU CAN be a part of it

## HOW TO APPLY

Interested individuals are invited to submit a CV and short covering note expressing their interest to Tessa Yates, Company Secretary by email to **[corporategovernance@ucas.ac.uk](mailto:corporategovernance@ucas.ac.uk)** quoting reference TY/HETTEE1 by 1 November 2020.

Shortlisted candidates will be invited to discuss the role with a member of our Executive or a Board Trustee. We anticipate interviews will take place in the week commencing 9 November 2020.





## 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

- > **Discover your future, our 2020-2025 strategy**
- > **UCAS Articles of Association**
- > **UCAS trustees and committee members**
- > **Matters reserved for the Board**

Further useful information can be found on the UCAS website at [www.ucas.com](http://www.ucas.com).