



UCAS BOARD OF TRUSTEES

CANDIDATE PACK

Candidate pack

UCAS

DEAR CANDIDATE,

Thank you for your interest in the role of UCAS Board Trustee. I am delighted that you are considering this pivotal 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. 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 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 a rich array of commercial opportunities that not only add value to all of our customers through our products, services and data insights, but also works to keep the charges to applicants and university and college customers low.

Our Board of Trustees drive our strategy and we want board members to be experienced senior leaders with strong commercial acumen to provide challenge and critique as we work to grow and expand our products and services. We would also welcome a passion for UCAS and the role we play in helping to grow and invest in the charity. Our diverse Board comprises Vice Chancellors from universities across the UK, specialists from the finance and digital sectors as well as individuals with leadership roles in secondary and further education.

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. Our charitable objectives guide everything we do, but we

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 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.

We look forward to receiving your application. In the meantime, if you would benefit from a one to one conversation with myself please contact Tessa Yates, Head of Legal and Governance; corporategovernance@ucas.ac.uk



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 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. We also publish a growing volume of data and analysis to help promote understanding of patterns in demand for higher education and admissions to university, all of which is freely available. UCAS has a turnover of circa £50m. Income is generated from profit from UCAS Media Ltd –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 BOARDS

The UCAS charity 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.

Our subsidiaries, UCAS Media and UCAS International provide social value through the services they offer to students, and their financial contributions to UCAS. The subsidiary boards have a strong relationship with the UCAS charity Board and the Directors are pivotal in providing strategic direction, stewardship as well as challenging the level of ambition for commercial growth.

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.



WITH UCAS YOU CAN thrive in a changing world

THE OPPORTUNITY

We are seeking to appoint two independent Board Trustees to join our diverse Board. The appointed individuals 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 from 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 education, 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.

We are looking for outstanding strategic leaders, individuals with first rate intellectual acuity, strong commercial acumen and wide-ranging personal networks. Specific expertise gained in the areas of data, digital, sales or marketing would be particularly additive to these three roles. Above all, we are seeking individuals with high levels of personal and professional credibility, who mirror and are committed to UCAS' values of customer focus, accountability, collaboration, service excellence, and trust.

TERM AND COMMITMENT

The Board is required to meet regularly to discharge its duties, and currently meets five times a year, primarily in Cheltenham or London, or – from time to time – at other locations in the UK.

Candidates should ensure that they can offer sufficient time to perform the responsibilities required. This will include preparation for, and attendance at, the board meetings, and regular engagement with the other Directors and Executive in between meetings. There is an expectation that Directors make every effort to attend meetings.



WITH UCAS YOU CAN connect to more possibilities



WITH UCAS YOU CAN achieve what you're aiming for

KEY DUTIES AND RESPONSIBILITIES

To take corporate, team and personal responsibility as a Board Trustee and:

- To offer constructive challenge and any other contributions to board discussions and decisions which he/she may make to the Management Team.
- To contribute positively to the development of key strategic documents, including the Corporate Strategy and any other material and significant issues facing the Company.
- To monitor performance and support the Executive to drive continuous improvement.
- To ensure that the obligations to members and other stakeholders are understood and met.
- To promote equality of opportunity and embrace diversity and inclusion in the way the organisation goes about its work.

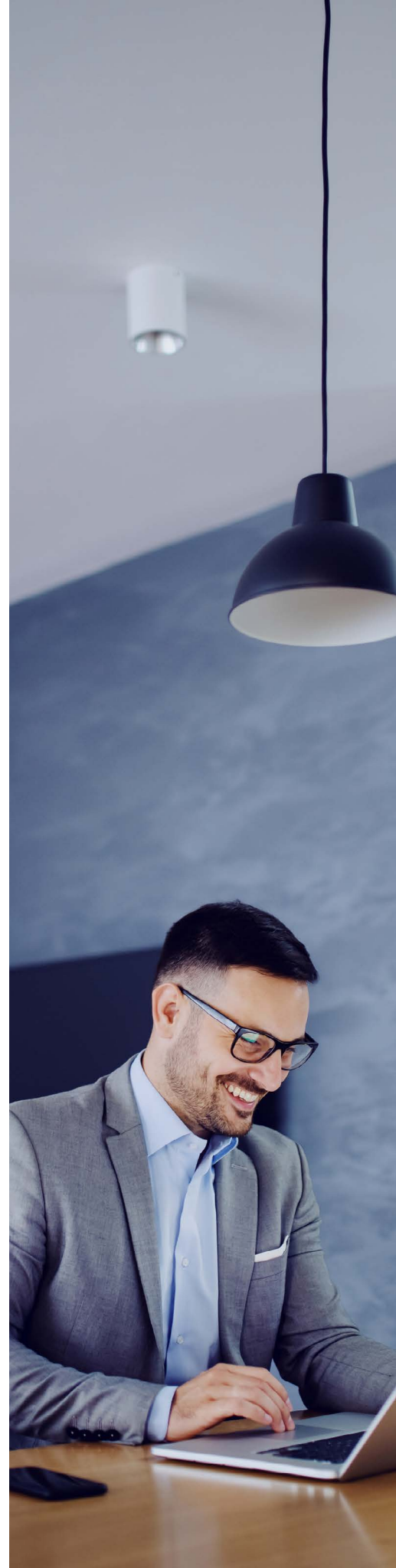
KEY DUTIES AND RESPONSIBILITIES

Knowledge and experience

- > Experience at Director level, preferably in a data, digital, sales or marketing role
- > Significant experience of operating at board level in a large and complex private sector organisation
- > Sound knowledge of governance, and a clear understanding and acceptance of the legal duties, liabilities, and responsibilities of trustees and committee members.
- > Proven leadership, communication, and interpersonal skills, with experience of fostering productive relationships across complex and wide-ranging stakeholder groups, and the ability to constructively challenge the Executive.
- > Evidence of strategic planning and decision-making, commercial acumen, and knowledge of Audit Committee practices, and risk management frameworks.
- > 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.
- > Awareness of the modern regulatory environment.
- > A personal style that is collaborative, and demonstrates authority, confidence, and commitment, and a willingness and ability to raise and deal with difficult issues, including constructively challenging the Executive.

Additional requirements

- > A commitment to the values and principles of the company, and sufficient time and commitment to fulfil the role.
- > The judgement to digest and act upon written material, and the ability to consider and question procedures and objectives in a constructive manner
- > A record of championing equality of opportunity, diversity and inclusion
- > A personal style that demonstrates authority, confidence and commitment
- > Access to a network of contacts in the business community
- > Act ethically, with sound independent judgement, and the highest levels of integrity, diplomacy, and confidentiality.



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, Head of Legal and Governance by email to corporategovernance@ucas.ac.uk quoting reference TY/IN1 by 7 February 2021.

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 22 February 2021.

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.