

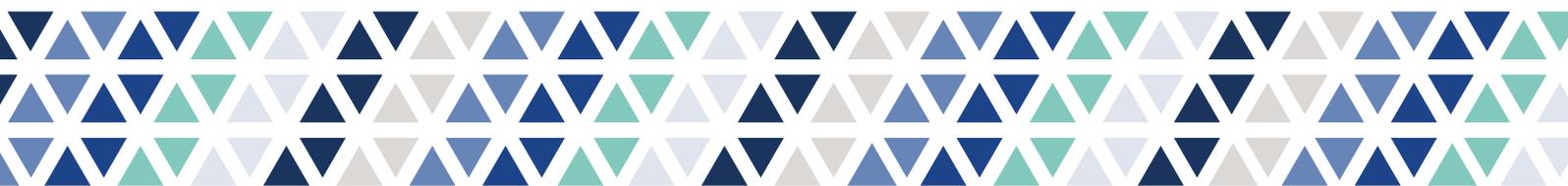
RECRUITMENT INFORMATION
FOR ROLES ON THE HESA
BOARD AND HESA SERVICES
LIMITED BOARD

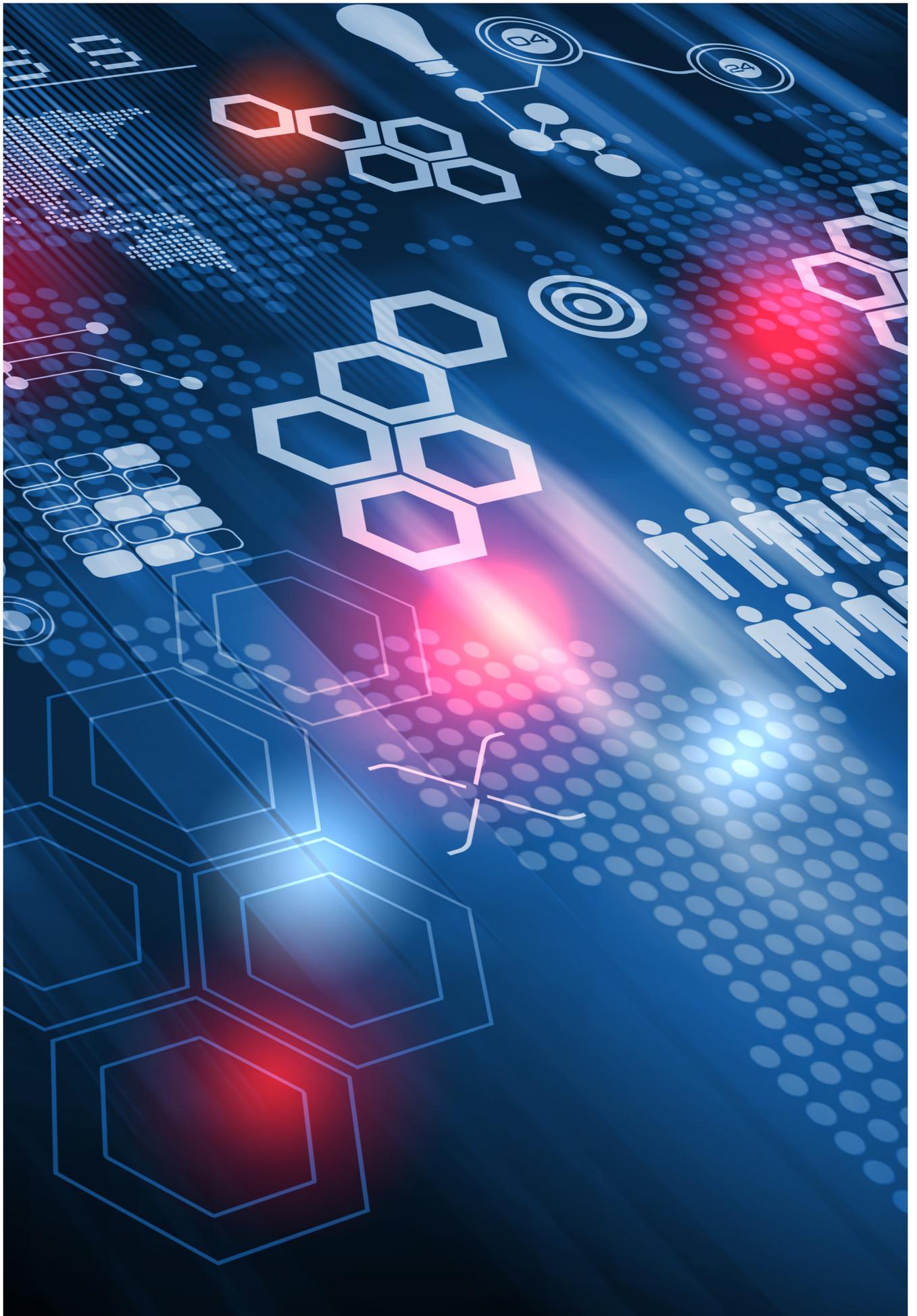
MAY 2018

HESA



HESA
SERVICES





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WELCOME FROM THE CHAIR

Thank you for your interest in applying for a Trustee/Non-Executive role either on the Board of HESA (Higher Education Statistics Agency Limited) or the Board of HESA Services Limited (HSL).

This is an exciting time for HESA which is celebrating its 25th anniversary this year as a global leader in higher education (HE) statistics.

Our aim is to be the analytical powerhouse for the UK HE sector, and the trusted source of national HE statistics and public information.

HESA plays a critical role in UK higher education – and an increasingly important one. As policy-makers, HE providers and the wider public understand more about the power of data, HESA is in a unique position to use its influence to drive change for good. In a rapidly changing environment, HESA faces a number of strategic challenges and opportunities which will require us to:

- ▶ Increase our strategic collaborations.
- ▶ Adapt our governance and our operating model as a member controlled organisation with statutory responsibilities and accountability in HE across the whole of the UK, to also reflect our new role as the Designated Data Body in England .
- ▶ Deliver a step change in our commercial (non-subscription) services and revenues through our wholly owned subsidiary company HESA Services Limited.
- ▶ Understand and wisely invest in fast developing data handling and analysis technologies and capabilities for the benefit of the sector.

To address these challenges we will develop an ambitious new five year strategy and recruit additional Board members to help us lead and drive this forward. We are also putting in place a new Statutory Advisory Council which will report into the HESA Board, to provide a new forum for engaging more effectively with our statutory customers.

HESA has a very strong reputation in the higher education (HE) sector and has a highly regarded Board. We are seeking talented individuals to join our successful board who are able to bring additional skills and expertise and who are experts in their own fields.

We are looking for people who work outside of HE as well as within it for these roles. You may have experience at Board or sub Board director level; for example in cutting edge digital technology services, data analysis and research, strategic marketing and business development, complex and innovative strategic collaborations and commercial success. Or you may have other skills which you feel would complement those we already have on our Board.

Data and information – our core business – have never been more important to higher education than they are now. There is a growing appetite for data among sector decision-makers seeking better intelligence on which to base their strategies and policies. There are also continuing advances in digital technology that underpin HESA's core activities. Two of our most significant programmes currently underway, which are transformative for the HE sector, are Data Futures and Graduate Outcomes. You can read more about these in this information pack and on our website.

We will undertake closer work with other sector bodies across the UK through new collaborations to deliver increased value to the sector and we will drive forward improvements in quality of data collation, monitoring and analysis, as well as more innovative use of digital technologies.

HESA also operates a wholly owned commercial subsidiary, HESA Services Limited (HSL) through which we offer commercial (non-subscription) services. We are looking to deliver a step change in our offer through HSL in the years to come both within the HE sector and beyond.

We are seeking individuals who would relish the opportunity of playing a part in shaping HESA's future, bringing their skills and experience to provide additional rigor, advice and insight. We are particularly keen to hear from a diverse range of people – thought leaders, experts in their own fields, people who are passionate about the value of data, people committed to transformation, innovation and growth; people who can constructively challenge, and are open to being challenged themselves. We are seeking people who are adept and confident at either leading organisations at Board or Executive level or who aspire to do so and would value the opportunities working at Board level in HESA.

The time commitment in comparison to many sector boards is relatively light, but the debate and decision-making required is both challenging and rewarding.

Joining the Board of HESA or HESA Services Limited offers an excellent opportunity for people who are either already experienced Non-Executive Directors, possibly looking to diversify into higher education, or for people who want to build a portfolio of experience as Directors or Charity Trustees or people who may be looking to put something back and who can see the value of working at the heart of a unique organisation like HESA. For those successful applicants who do not come from the HE sector, rest assured your induction will include detailed sector orientation.

Whatever your experience and background, if you feel you have something to offer through your skills and expertise we want to hear your story and how you feel you can make a difference within HESA; and to talk further with you about the benefit joining us could bring to you as a Non-Executive Director.

You will find more information about HESA and its work in this pack or via our website www.hesa.ac.uk

I very much hope you will put forward an application for one of the roles available.



▲ PROFESSOR CHRIS HUSBANDS
Chair of HESA

ABOUT HESA



HESA, (Higher Education Statistics Agency Limited) is a company limited by guarantee. It was established in 1993 in response to the 1992 Higher and Further Education Act which requires universities and other higher education providers to submit data about their activities to the UK governments and funding councils (statutory customers).

HESA was set up by agreement between higher education funding councils, higher education providers, and the relevant government departments to support higher education providers fulfil their statutory reporting requirements, and operates with regulators and providers UK wide. The

current members of the company are the sector representative bodies Universities UK (UUK) and GuildHE.

In May the Higher Education & Research Act 2017 (The Act) was passed, establishing a new regulator for higher education in England, the Office for Students (OfS). The Act identifies the need for a 'designated data body' (DDB) to provide information about the higher education sector in England and HESA has recently been appointed to this role.

Our Articles of Association are being revised to modernise them and to more accurately represent the new HE Landscape.

We seek to provide flexible, efficient, high-quality data, information, and analytical services to meet our users' needs, to

support better decision-making in higher education, to promote public trust and confidence, and to enhance the competitive strength of the UK HE sector.

HESA also operates a wholly owned commercial subsidiary, HESA Services Limited (HSL) through which we offer commercial (non-subscription) services. We are looking to significantly transform our offer through HSL in the years to come both within the HE sector and beyond, by investing in innovative systems and technology which will support us in ensuring the subscription services we offer are sustainable in the future.

OUR CORE PRINCIPLES

A set of core principles underpins everything we have done since we began collecting data in 1993:

- ▶ We are a charitable company operating under a statutory framework on behalf of the funding councils and UK government departments. We support HE providers in fulfilling their data reporting requirements.
- ▶ We are part of the UK's 'statistics family'. We produce Official Statistics, a sign that a number of our statistical outputs have met a rigorous quality threshold. These outputs are regulated by the UK Statistics Authority which has a direct line of accountability to Parliament, independent of any government department.
- ▶ We are principally funded by subscriptions from HE providers and are dedicated to ensuring that we deliver value for money.
- ▶ In addition to our work with HE providers and sector bodies, we are driven by a wider public purpose: to advance higher education in the UK.

AN ANALYTICAL POWERHOUSE

Our aim is to be the analytical powerhouse for the UK HE sector, and the trusted source of national HE statistics and public information.

HESA is the expert in UK wide higher education data and analysis with strong capabilities in data quality and standards, and data security which are needed to deliver the functions set out in the Act. Our analytical power, versatility, and user focus, combined with our rich store of high-quality, historic data, is unmatched anywhere else in the UK. We continue to shape the higher education data landscape in the information we compile and make available, as is evidenced through our current development programmes Data Futures and Graduate Outcomes.

We seek to provide flexible, efficient, high-quality data, information, and analytical services to meet our user needs, to support better decision-making in higher education, to promote public trust and confidence, and to enhance the competitive strength of the UK HE sector.

HESA performs a range of functions to support and enhance the UK HE sector. This involves collection of data, providing data and analysis both to our statutory customers and to a wide variety of customers, including governments, universities, academic and commercial researchers, current and potential students and policy makers.

We enhance the data expertise in the sector, transforming the higher education information landscape by actively engaging with the HE information landscape and infrastructure, and monitoring the changing HE landscape to ensure that we are collecting and publishing the right data at the right time. We work with governments, regulatory bodies, funding bodies and key data users to understand their information requirements and to review the data we collect.

Through disseminating this data and analysis, we promote public understanding of HE and secure the public's confidence in the sector.

Our data and analysis is also used to:

- ▶ Enable strategic planning.
- ▶ Inform policy making.
- ▶ Advance academic and commercial research.
- ▶ Understand social and economic trends.
- ▶ Support prospective students' decision making.



DATA FUTURES

[Data Futures](#) is HESA's circa £6 million transformation programme that will deliver the vision for a modernised and more efficient approach to collecting data, to deliver better output for a wider range of data users.

We are working with stakeholders across the sector to further define these specifications. With the Alpha pilot well under way, Data Futures has reached an exciting stage. Our Alpha participants are having the first sight of the prototype HESA Data Platform and providing invaluable feedback through their testing of scenarios and the data specification process.

Our dedicated Data Futures area of the website continues to provide a wealth of resources to support providers as they prepare to transition to Data Futures. These resources include a new preparation assessment, data scenarios, and an explanation of key concepts in easily digestible and shareable ways.

"The Data Futures project provides a significant focus point for further enhancing the quality and capability of the higher education data landscape."

Report of the review group on UK higher education sector agencies, Universities UK, and GuildHE.

GRADUATE OUTCOMES

We have conducted a major review of the data we collect about [Graduate Outcomes](#) (the 'NewDLHE' (Destinations of Leavers from Higher Education) review). This review designed a new model to capture rich, robust and innovative data about graduates, using a future-proof and efficient methodology.



In our [final consultation](#), the sector gave us a clear mandate to progress with this

model. We are now implementing the Graduate Outcomes record – with the first survey of graduates planned to take place in December 2018, and the first data to be published in January 2020.

We have been working with some of the country's leading survey experts, including the Office for National Statistics (ONS) on shaping our delivery of Graduate Outcomes. This has helped us to focus on driving the required response rates whilst discovering efficiencies in the way in which the survey is being run.

As a result we will be taking on more responsibility for leading Graduate Outcomes, delivering a number of the functions in-house, whilst utilising external contact centres and high-performance software to deliver the contact management system and online survey platform. We will also be working with experts in the sector to deliver SOC and SIC coding. Over the coming months we will provide full information about the companies we are working with to deliver these functions.

RECRUITMENT INFORMATION

- ▶ HESA Board

HESA BOARD MEMBER RECRUITMENT

ROLE PROFILE FOR APPLICANTS

We are currently recruiting to Charity Trustee roles on our main HESA Board. Some of the roles we have available will come from nominating bodies and some are co-opted (and will be advertised).

The roles are strategic and ambassadorial in scope, with the day-to-day running of the organisation delegated to the Chief Executive and his Executive team.

The key duties of the HESA Board are to:

- ▶ Ensure that HESA complies with its constitutional documents, charity law, company law and any other relevant legislation or regulations.
- ▶ Ensure that HESA pursues its charitable object and agreed mission.
- ▶ Give clear strategic direction to HESA's Executive Team, critiquing and determining the overall strategy, policy, defining goals and monitoring and evaluating performance against agreed targets.
- ▶ Safeguard the reputation and values of HESA.
- ▶ Ensure the financial sustainability of HESA and;
- ▶ Represent HESA and HESA's interests externally, both within the HE sector and beyond.

The "Object" for which the Charity was established is to advance education for the public benefit. The Charity has power to do anything which is calculated to further its Object or is conducive or incidental to doing so. The Articles of Association provide more details on this.

The Board must comprise of Directors who together have an appropriate balance of commercial, financial and relevant HE experience and skills relevant to the Charity's work (including but without limitation, education and digital and data services) ensuring that there is a broad range of representation from higher education providers across the United Kingdom.

Note – new articles of association are pending final approval. Recruitment is taking place on the basis of the new articles which have been agreed in principle by the Board (and its members). Applicants who are shortlisted will be provided with the draft articles prior to attending interview.

All applicants will be expected to meet the person specification and to go through an interview process/conversation with the Chair and Chief Executive.

We are currently looking to recruit two co-opted positions on the HESA Board through open recruitment.

We are committed to equal opportunities and to increasing diversity on our governing bodies.



"Our mission is to support the advancement of UK higher education by collecting, analysing, and disseminating accurate and comprehensive statistical information in response to the needs of all those with an interest in its characteristics and a stake in its future.

HESA BOARD MEMBER RECRUITMENT

PERSON SPECIFICATION FOR APPLICANTS

All applicants are expected to demonstrate:

- ▶ An understanding of the role of HESA and the challenges and opportunities it faces.
- ▶ An understanding of the role of HESA Services (HESA's wholly owned subsidiary) and the opportunities it may face.
- ▶ An understanding of the challenges presented by the complex and fast-changing environments either in higher education or a similarly complex and dynamic market.
- ▶ An understanding and acceptance of the legal duties, responsibilities and liabilities of a director (including compliance with the Fit and Proper Persons Test).
- ▶ An understanding of, and commitment to, the values of accountability, probity and openness.
- ▶ A commitment to HESA's charitable object, mission and values.
- ▶ Experience and understanding of the skills required at Board level e.g:
 - ▷ Strategic thinking.
 - ▷ Objectivity.
 - ▷ Constructive challenge.
 - ▷ Contributing independent perspective.
 - ▷ Collegiate decision making.
 - ▷ Promoting effective working relationships with colleagues on the Board and within the Executive.
 - ▷ Willingness to share knowledge, skills and expertise to the benefit of HESA services and its aims and objectives.
- ▶ Willingness and capacity to devote the time and effort required to effectively discharge the duties of the role.

ESSENTIAL FOR THE ROLE AS A HESA BOARD MEMBER:

- ▶ Experience of working at board level or executive sub board level in a substantial, complex organisation in either the public, private or not-for-profit sectors.
- ▶ Ability and confidence to be an effective ambassador and advocate for HESA.
- ▶ Depth of experience and skills in your specialist area.
- ▶ Demonstrable senior level experience in one or more of the following:
 - ▷ Business development.
 - ▷ Strategic collaborations.
 - ▷ Finance.
 - ▷ Data and digital services (tech futures/digital technologies).
 - ▷ Research and Innovation.
 - ▷ Education technology.
 - ▷ Learner analytics.
 - ▷ Research.
 - ▷ Information security.
 - ▷ Operational change.
 - ▷ Legal.
 - ▷ Government relations.

DESIRABLE

- ▶ Experience of working as a Trustee or Non-Executive Director.

Successful applicants who are not from an HE background will receive sector related understanding as part of their induction.

HESA BOARD MEMBER RECRUITMENT TERMS & CONDITIONS

TIME COMMITMENT

The HESA Board generally meets three times a year (November, February and June) in either London or Cheltenham. Meetings tend to be for 2 – 3 hours and include lunch. The Board also holds periodic Board Away Days. Board members may also be asked to participate in Board committees which generally meet twice a year and may be asked to provide input on specific issues between Board meetings.

Board members are expected to attend Board meetings and to read papers and prepare in advance of meetings.

REMUNERATION

The roles are unpaid but reasonable expenses will be reimbursed in accordance with HESA's expenses policy.

TERM OF APPOINTMENT

Appointments will be for three years and are renewable.

HOW TO APPLY

Please provide:

- ▶ A short covering letter quoting reference HESABoardApp2018.
- ▶ A short statement explaining why you are interested in the role and how you believe your skills and experience match the requirements of the role.
- ▶ A comprehensive CV including details of your achievements and the details of two referees (who we will not contact without your prior consent).
- ▶ To be emailed to Deborah Lawrenson, Company Secretary.
E: deborah.lawrenson@hesa.ac.uk

TIMETABLE

The closing date for applications and for nominations to be received is Thursday 31 May 2018.

- ▶ Shortlisting will take place week commencing 4 June.
- ▶ Interviews with shortlisted applicants/ co-opted candidates will take place on 20 or 21 June in London.
- ▶ Interviews with nominated candidates will take place (at times to be agreed) between the 20 June and 31 July.

Successful candidates will be invited to join the Board at a two day Strategic planning and development session to be held on 27 and 28 September in Cheltenham, and at the Board meeting to be held on 30 November in Cheltenham.

For a confidential discussion regarding the role please contact Deborah Lawrenson, Company Secretary in the first instance on T: + 44 (0) 1242 211 116 and arrangements can then be made for a phone discussion with the Chair or Chief Executive at a mutually convenient time.

All enquires, both formal and informal will be treated in confidence.

We would like to encourage applications from individuals who do not currently work in HE as well as those who may be immersed in the sector already. Unless otherwise stated we will consider all applications as being for both Boards. Through the recruitment process we will discuss with you which Board (HESA or its subsidiary HESA Services) you may be best suited to.

ABOUT HESA SERVICES LIMITED (HSL)



HESA also operates a wholly owned commercial subsidiary, HESA Services Limited through which we offer commercial (non-subscription) services. We are looking to deliver a step change in our offer through HSL in the years to come both within the HE sector and beyond.

Through HESA Services we develop, sell and deliver data access, visualisation and analysis products and services. This will support our customers to ask the right questions and take data driven decisions that ultimately lead to benefits across the HE sector.

We work with organisations in the commercial, charitable and public sectors. HSL supports HESA Statutory Services through the delivery of specific fee-based and premium data products, and convert HE data collections (Public Purpose Customers) to HESA, to support reduction of burden to the sector.



RECRUITMENT INFORMATION

- ▶ **HESA Services Board**

HESA SERVICES LIMITED (HSL) BOARD

ROLE PROFILE FOR APPLICANTS

HESA Services is a wholly owned subsidiary of HESA and provides strategic leadership to the commercial side of the business.

The key duties of the HESA Services Board are to:

- ▶ Ensure that HESA Services complies with its constitutional documents, company law and any other relevant legislation or regulations;
- ▶ Give clear strategic direction to HESA Services Executive Team, critiquing and determining overall strategy, policy, defining goals and receiving monitoring and evaluation reports;
- ▶ Safeguard the reputation and values of HESA Services;
- ▶ Ensure the financial stability, probity and sustainability of HESA Services and;
- ▶ Represent HESA Services, and HESA Services' interests externally both within the higher education sector and beyond.

Draft Articles of Association are in place and under review. In summary the role of the company is:

- ▶ To carry on business as a provider of services and products including but not limited to data access, visualisation, analysis and insight including automated reports and highly bespoke services and consultancy;
- ▶ To make donations (whether by way of gift aid or otherwise), and/or provide other forms of support, to HESA, irrespective of whether the provision of such support advances the interests of the Company;

- ▶ To promote the interests of HESA in any manner whatever and in particular by paying or discharging the liabilities of HESA or giving any undertaking to do so, by giving any indemnity or guarantee in respect of such liabilities, by granting any charge in security of any such indemnity or guarantee or in security of the payment of money or performance of obligations by HESA or by transferring any assets to HESA or by making a loan to HESA, and in each case either with or without consideration and whether or not any benefit flows to the Company other than the promotion of such interests, to the intent that the promotion of the interests of HESA shall be an object and not a power of the Company.

Note - the Articles of Association are pending final approval. Recruitment is taking place on the basis of the new articles. Applicants who are shortlisted will be provided with the draft articles prior to attending interview.

ROLES AVAILABLE

We are looking to recruit up to four co-opted directors for the HSL Board (individuals appointed may also hold Board positions on the main HESA Board). We are committed to equal opportunities and to increasing diversity on our governing bodies.

Non-HE applicants please note that we recognise it may not be obvious to applicants outside of the sector which Board (HESA or HESA Services Limited) they would be most suited to and as such we will consider all applications from non-HE people as being for both positions (unless otherwise stated), and we can discuss which role might be more suitable as part of the application process.

HESA SERVICES LIMITED (HSL) BOARD PERSON SPECIFICATION FOR APPLICANTS

All applicants are expected to demonstrate:

- ▶ An understanding of the role of HESA and the challenges and opportunities it faces.
- ▶ A commitment to HESA's charitable object, mission and values.
- ▶ An understanding of the role of HESA Services (HESA's wholly owned subsidiary) and its opportunities for growth.
- ▶ An understanding of operating in fast changing environments either in HE or a similarly complex and dynamic market.
- ▶ An understanding of how to grow a scalable and profitable business.
- ▶ An understanding and acceptance of the legal duties, responsibilities and liabilities of a director (including compliance with the Fit and Proper Persons Test).
- ▶ An understanding of, and commitment to, the values of accountability, probity and openness.
- ▶ Experience and understanding of the skills required at Board level e.g.:
 - ▷ Strategic thinking.
 - ▷ Objectivity.
 - ▷ Constructive challenge.
 - ▷ Contributing independent perspective.
 - ▷ Collegiate decision making.
 - ▷ Promoting effective working relationships with colleagues on the Board and within the Executive.
 - ▷ Willingness to share knowledge, skills and expertise to the benefit of HESA Services and its aims and objectives.
- ▶ Willingness and capacity to devote the time and effort required to effectively discharge the duties of the role.

ESSENTIAL FOR THE ROLE AS A HSL BOARD MEMBER:

- ▶ Experience of working in and effectively growing an SME.
- ▶ Ability and confidence to be an effective ambassador and advocate for HSL.
- ▶ Depth of experience and skills in your specialist area.
- ▶ Demonstrable senior level experience in one or more of the following:
 - ▷ Customer acquisition and management.
 - ▷ Business development in an SME.
 - ▷ Agile working practices.
 - ▷ Commercial finance.
 - ▷ Data and digital services (tech futures/digital technologies).
 - ▷ Predictive analytics and data science.
 - ▷ Digital marketing.

DESIRABLE

- ▶ Experience of working as a Trustee or Non-Executive Director.
- ▶ Experience of working in a commercial B2B environment (including successfully growing a business).
- ▶ Experience at board or executive sub-board level in a commercial environment potentially in not-for-profit or social enterprise sectors.
- ▶ Strategic collaborations.

We are seeking applications from people with experience in the commercial sector or HE.

Successful applicants who are not from an HE background will receive sector related understanding as part of their induction.

HESA SERVICES LIMITED (HSL) BOARD TERMS & CONDITIONS

TIME COMMITMENT

The HESA Services Board currently meets twice a year (November and June) for around two hours. These meetings are either in London or Cheltenham. Board meetings may increase in the future to three a year.

Board members are expected to attend Board meetings in full and to read papers and prepare in advance of meetings and may be asked to provide input on specific issues between Board meetings.

REMUNERATION

The roles are unpaid but reasonable expenses will be reimbursed in accordance with HESA's expenses policy

TERM OF APPOINTMENT

The term of appointment will be for three years and are renewable.

HOW TO APPLY

Please provide:

- ▶ A short covering letter quoting reference HSLBoardApp2018.
- ▶ A short statement explaining why you are interested in the role and what skills and experience you would bring as a member of the HSL Board and in contributing to its future development.
- ▶ A comprehensive CV including details of your achievements and the details of two referees (who we will not contact without your prior consent).
- ▶ To be emailed to Deborah Lawrenson, Company Secretary.
E: deborah.lawrenson@hesa.ac.uk

TIMETABLE

The closing date for applications and for nominations to be received is Thursday 31 May 2018.

- ▶ Shortlisting will take place week commencing 4 June.
- ▶ Interviews with shortlisted applicants will take place on 20 or 21 June in London.

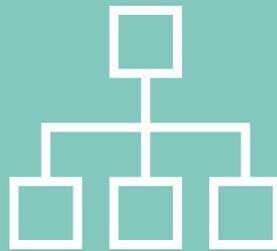
Successful candidates will be invited to join the HSL Board meeting due to take place on 30 November in Cheltenham.

For a confidential discussion regarding the role please contact Deborah Lawrenson, Company Secretary in the first instance on T: + 44 (0) 1242 211 116 and arrangements can then be made for a phone discussion with the Chair or Chief Executive at a mutually convenient time.

All enquires, both formal and informal will be treated in confidence.

We would like to encourage applicants from individuals who do not currently work in HE as well as those who may be immersed in the sector already. Unless otherwise stated we will consider all applications as being for both Boards. Through the recruitment process we will discuss with you which Board (HESA or its subsidiary HESA Services) you may be best suited to.

HESA AND HESA SERVICES LIMITED GOVERNANCE



DIRECTORS OF HIGHER EDUCATION STATISTICS AGENCY LIMITED

Appointed by Members

Paul Clark (Chief Executive)

Appointed by Universities UK

Professor Chris Husbands (Sheffield Hallam University) (Chair)
Professor Mark Smith (Lancaster University)
Professor Julie Lydon OBE (University of South Wales)
Professor Paul Layzell (Royal Holloway, University of London)

Appointed by GuildHE

Professor John Last (Norwich University of the Arts)

Appointed by Directors ('Co-opted Directors')

Andrew McConnell OBE (University of Huddersfield)
Dr Paul Greatrix (University of Nottingham)
Professor Andrea Nolan OBE (Edinburgh Napier University)
Iain Anthony Littlejohn (Change Audit Limited)
Roma Chappell (Office for National Statistics)

Company Secretary

Deborah Lawrenson

DIRECTORS OF HESA SERVICES LIMITED

Directors

Paul Clark (Chief Executive)
Professor John Last (Chair)
Professor Andrea Nolan OBE
Roma Chappell

Company Secretary

Deborah Lawrenson

COMMITTEES

Audit Committee

Andrew McConnell OBE (Chair)
Professor Mark Smith
Dr Paul Greatrix

Remuneration Committee

Professor Chris Husbands (Chair)
Professor John Last
Professor Andrea Nolan OBE

Nomination & Governance Committee

Paul Clark (Chief Executive)
Professor Chris Husbands (Chair)
Professor Andrea Nolan OBE

STAY IN TOUCH

To keep up-to-date with news from HESA please visit us at
www.hesa.ac.uk



@ukhesa



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