Further Particulars: background information, role description, person specification and appointment process

Chair of the Board

November 2014

Heidrick & Struggles advises UWC Atlantic College on the basis of an exclusive consulting assignment.
INTRODUCTION

UWC Atlantic College is seeking to appoint a new Chair of its Board of Governors, Directors and Trustees, following the decision of the current role holder, Stephen Cox CVO, to stand down at the end of a very successful five-year term of office in May 2015.

Based in a 12th century castle on the coast of South Wales, the College was established over 50 years ago to encourage international understanding and tolerance. It aimed to do this by demonstrating how conflict and hostility could be overcome if young people from different nations, races and religions could be brought together and challenged physically and academically and in doing so could learn how to live in harmony with one another.

From its inception Atlantic College has developed and provided a unique, world-class education and a global reputation for educational innovation. Originally students studied for British Advanced Level examinations but this did not provide the broad based educative experience that the College’s founders desired. In response, the College helped to create (in conjunction with the International School in Geneva and the United Nations School in New York) what became known as the International Baccalaureate (IB). The College continues to develop new initiatives such as the current Atlantic Diploma programme in which in addition to studying for the IB, students undertake experiential work in areas such as social justice, sustainability and conflict resolution. Academic work continues to be combined with community service and physical challenge.

The College’s mission “to be a world class educational institution equipping students with the skills and developing the commitment and confidence needed to create a more peaceful, socially just and sustainable world” is very relevant in today’s complex and interlocking world. The two-year Atlantic Diploma programme currently has 350 students drawn from over 90 countries. Students are selected irrespective of their race, religion, politics and ability to pay, and a significant number are drawn from countries in conflict.

Over the past academic year, Atlantic College has started to implement an ambitious new Strategic Plan. It includes further development of the Atlantic Diploma, increasing the diversity of the student body, the launch of a new pre-IB programme and plans for significant new investment in the College’s historic buildings, grounds and facilities, supported by a major development campaign. This plan has been developed by the Principal and senior leadership team, in close consultation with the Board of Governors, staff and students. It has also benefited from support and input from its Advisory Council and an extensive global network of alumni and supporters.

Atlantic College was the founder member of the global United World College (UWC) movement, which now has 14 schools and colleges in all regions of the world. Atlantic College, through its staff and governors, contributes to the overall governance, strategy and development of UWC, supported by the UWC International Office in London.
THE ROLE OF CHAIR

The main responsibilities of the Chair of the Board of Governors are the following:

**Governance and Board Leadership**
- Leadership and development of the Board to ensure transparent and effective governance of the College, in line with its mission, values and charitable objectives. The Board currently has eighteen members, with an even balance of alumni and non-alumni, and broad experience in relevant areas including: international and UK education, international relations, business development, fundraising, and corporate and charity governance.
- Chairing four Board meetings a year (all held at the College).
- Working with fellow governors, the Principal and his team to set the strategic direction of the College, to monitor performance and ensure sustained growth and development.
- Ex-officio membership of the Board’s six sub-committees, although regular attendance at each is not expected. Lead the annual Advisory Council meeting.
- Ensuring effective and transparent organisational and financial management, legal compliance and performance of the College, working with the Bursar/Clerk to the Board of Governors on the preparation and submission of the annual report to the Charity Commission, annual accounts and audit responses.

**Internal Relationships**
- Regular engagement with and support for the Principal and senior leadership team, plus the wider staff and student body. This includes leading on the performance management process for the Principal, as well as acting as a sounding board and providing guidance and feedback for the senior leadership team.

**External Representation**
- Representing the College at formal events and meetings, ranging from major fundraising initiatives through to meetings with the College’s and UWC’s patrons, Heads of State, international donors and key stakeholders, such as the UWC International Office, the Welsh government, local education authorities and community organisations.
- Formal representation and advocacy for the College within the wider UWC movement, including participation in the annual UWC Chairs’ meeting (held in rotation at schools and colleges throughout its network), regular involvement in UWC events and engagement with the GB National Committee, which leads on selection and support of British students for the UWC network.
CANDIDATE PROFILE

Current and future challenges and opportunities for the College suggest the following candidate profile:

Experience and skills

- Track record of achievement at the top of an organisation and/or Board, with a strong interest and understanding of international relations and corporate governance, preferably in the not-for-profit sector. The role holder does not have to be an alumnus/alumna of the College but knowledge of the UWC movement would be beneficial.
- Accomplished leader and strategic thinker, with excellent communication, intercultural and interpersonal skills.
- Previous involvement in a leadership or governance role in an organisation whose primary income stream is philanthropic.
- Commitment to and understanding of the critical role that the chair and governors play as ambassadors and networkers in successful fundraising.

Personal qualities

- Strong commitment to the College’s ethos and values, particularly to building on diversity and intercultural understanding.
- High personal standing to command respect and credibility in relevant areas, such as international education, international relations, global and local citizenship, social justice and sustainability.
- Public profile is not essential, but it is important that candidates have experience of operating at the highest levels and the ability to act as a spokesperson and advocate, when required.

Commitment

- The appointee must be able to travel to the College regularly and commit sufficient time (approximately 36-40 days a year) to lead the Board, and support and work closely with the College’s leadership team. It is also essential that he/she engages with members of the College community on a regular basis, as well as with advocates and supporters of the College and the broader UWC movement. It should be noted that the role is unremunerated, although reasonable expenses will be reimbursed.

APPOINTMENT PROCESS

The appointment of the Chair is the responsibility of the Board of Governors of UWC Atlantic College. A Selection Panel (drawn from members of the Board of Governors) will manage the appointment process. The Board has retained Heidrick & Struggles to support the Selection Panel to undertake its duties, in the identification of the most diverse and
talented range of candidates possible and in assisting in the assessment of candidates against the selection criteria.

Applications should consist of a full curriculum vitae and a covering letter (including the names and contact details of four referees) and be sent to: ac@heidrick.com or 40 Argyll Street, London W1F 7EB. For a confidential conversation with either Alex Acland or Sarah James Bryan of Heidrick & Struggles, please call Jane Carter on 00 44 20 7075 4021.
BACKGROUND INFORMATION

The over-arching UWC mission is to make education a force to unite people, nations and cultures for peace and a sustainable future. Atlantic College subscribes to this goal.

UWC ATLANTIC COLLEGE

History
St. Donat’s Castle dates back to the 12th century and had a number of notable owners, including William Randolph Hearst the successful American magazine mogul. Hearst bought St Donat’s Castle in 1925 and brought to it many famous visitors including Charlie Chaplin and John F. Kennedy.

Antonin Besse purchased the castle and donated it to the governing body of Atlantic College in 1962. The founders were influenced by the ideas of German educationalist Kurt Hahn to engage young people from all nations in finding peaceful means to bring together a world divided by political, racial and socio-economic barriers, and to learn from one another. Since its opening, over 7,500 students from over 100 countries have benefited from the inspiring and innovative educational experience promoted at Atlantic College.

The original aims and objectives of the College’s founders continue to be relevant today. In addition, concern and consideration of the natural environment has become ever more important. One of the first colleges in the world and the first in the UK to follow an international curriculum and promote international understanding, Atlantic College continues to be a pioneering educational establishment.

After creating the International Baccalaureate Diploma Atlantic College was the first school in the world solely to teach the IB and move away from its national curriculum. To this day the College remains an integral part of the success of the IB through the creation of school-based syllabi including Political Thought, Peace & Conflict Studies, World Religions and Environmental Systems (now Ecosystems and Society).

Location
Nestled in the Vale of Glamorgan, just 30 minutes from Cardiff and two and a half hours from London, Atlantic College enjoys some of the most beautiful grounds (including a grade 1 listed garden) and countryside in the UK. Set in St. Donat’s with stunning terraced gardens leading down to the Bristol Channel, the College is a wonderful mixture of the historic and the new.

Today
The College enrolment has grown over 50 years to now number about 350 students split into two year-groups. The educational experience that students undertake was created to
ensure that there is no premature academic specialisation, so students study literature and the arts, science, humanities and mathematics until the end of their secondary schooling, and are better equipped to lead international lives by continuing to learn foreign languages. The student entry in 1971 was the first to be taught using this IB based curriculum.

Students at the College now work towards achieving the Atlantic Diploma. They follow a broad and balanced curriculum delivered in eleven faculties. Seven faculties provide a framework for the externally assessed IB. Students choose and study six academic subjects, three at Higher and three at Standard Level, plus a seventh, Theory of Knowledge, which helps build interdisciplinary links in students’ minds. A further four faculties are experiential, where students learn through experience and self-discovery: these include the Environmental, Global, Social Justice and Outdoor Learning Faculties. To be awarded the Diploma, students must reach suitable achievement levels in the IB and demonstrate individual accomplishments in the experiential faculties.

Core Values

UWC Atlantic College remains a dynamic and caring community where ideals and values matter and everyone strives to live up to them and put them into practice. These ideals and values come from an appreciation of the difficulties that lie in the path of improving international understanding. The value system is based on a desire to play a part in developing global citizenship, through generating a sense of environmental responsibility and an ethos of lifelong service. It does this by providing a pioneering and distinctive educational experience and ensuring that students from all over the globe are encouraged to come to the College, irrespective of their ability to meet the costs of being educated at a boarding school in the UK.

The College’s values address a range of key issues. They may be summarised as:

**Diversity** – the student body will be deliberately diverse in respect of culture, nationality, socio-economic background, religious belief and physical ability. The College aspires to operate a needs-blind admissions process with as many means-tested scholarships made available as possible.

**Equality** – the College community believes all people are of equal worth regardless of wealth, status, gender, sexual orientation, physical ability, race or faith. The College aims to build a community that embraces individuality and responsibility, celebrates difference and sees the good in everyone.

**Social Justice** – the College wants students to challenge injustice in all its forms. It aims to help them develop a wish to make a real and lasting difference to the lives of others, and to do so with a sense of empathy for the disadvantaged and a respect for human rights and dignity.
Peace – the College community does not accept violence in any form and aims to resolve all conflicts peacefully. The College encourages its students to use their international connections to understand the causes of conflict globally.

Environmental Responsibility – the College’s curriculum seeks to demonstrate everyone’s interconnectedness and relationship with the global ecosystem. It fosters action in its students so that they work to improve their immediate and wider environment. They are encouraged to question the material world, to consider the impact that modern day products and services have on the environment and the long-term implications for the future.

Personal Challenge – the College promotes a sense of endeavour, self-discipline, initiative and personal example through action challenge, expeditions and the management of risk in difficult terrains, in both the mountains and the sea. This is rooted in the ideas of the educationalist, Kurt Hahn, who believed that service develops leadership and compassion.

Learning – finally, the College seeks to ensure that its students become independent and, as the International Baccalaureate mission states, “life-long learners who challenge fixed ideas and understand that others, with their differences, can also be right.” They are supported in taking control of their learning, being reflective and in striving for solutions to the problems that face the modern world.

UWC MOVEMENT

Introduction
Atlantic College was conceived in the 1950s at the height of the Cold War. It was a bold plan. The educational ideas of Kurt Hahn about how a different, better, world than had gone before came together with the experience of Air Marshal Sir Lawrence Darvall, then the Commandant of the NATO Staff College in Paris.

Hahn believed that much could be done to overcome religious, cultural and racial misunderstanding and avoid conflict if young people from all over the world could be brought together and challenged physically and academically and could learn how to live in harmony with each other. Darvall saw that the practice of reconciling national differences among military staff that worked and studied together at the NATO College could be forged with Hahn’s educational philosophy and applied to young people. They believed that students aged 16 to 18 while grounded in their own cultures would still be impressionable enough to learn from each other. They conceived the idea of a college that would bring together students at pre-university level for the last two years of their secondary education.

It was always the hope and wish of the founders of Atlantic College that it should not stand alone, but that it should be part of an international network of similar colleges. Over
the years since 1962, the ideals that drove the creation of Atlantic College have resonated in other parts of the world. In 1967 the movement became known as United World College and Lord Mountbatten became the organisation’s President. Since then, a further 13 UWCs have opened and they can be found on every continent.

Almost 50,000 students from over 180 countries have now studied at UWC schools and colleges and there are over 150 national committees. In the turbulent world of the 21st century, UWC’s aims are as relevant today as they were in 1962 – perhaps even more so. With UWC schools and colleges in 14 countries and national committees and selection contacts in over 150, the international scope of the UWC movement is truly global.

National Committees – UWC depends on the dedication and expertise of a network of volunteers to find and select many of its future students. These volunteer groups are called national committees and they operate in over 150 countries worldwide. UWC national committees promote UWC to prospective students in their country, encourage and support applications and select students based on merit and potential to represent their country at UWC colleges and schools. Some national committees also run short programmes and other outreach activities and many also fundraise for scholarships.

The International Office is the secretariat for the UWC movement and is based in London. It is the executive arm of the UWC International Board of Directors and is a registered charity and a company limited by guarantee. A small staff cover a secretariat function, including policy and strategic development, communications, fundraising, national committee development and administrative and support functions.

Scholarships
Students are selected on the basis of personal merit and potential. Race, gender, religion, politics and ability to pay are not considered during the selection process. Many students attend UWC with full or partial scholarships and UWC national committees allocate scholarships as part of the selection process. It is UWC’s goal that it will meet 100% of student need and it actively fundraises to achieve this aim.
CONTACT DETAILS

Alexander Acland
Head of Education Practice
direct line +44 (0)20 7075 4350
mobile +44 7956 260 136
e-mail aacland@heidrick.com

Sarah James-Bryan
Engagement Manager
direct line +44 (0)20 7075 4119
e-mail sjamesbryan@heidrick.com

Jane Carter
Executive Assistant to Alex Acland
direct line +44 (0)20 7075 4021
e-mail jcarter@heidrick.com

Heidrick & Struggles
40 Argyll Street
London  W1F 7EB

telephone +44 (0)20 7075 4000
facsimile +44 (0)20 7075 4001
www.heidrick.com