

STRICTLY CONFIDENTIAL

Candidate Briefing Document for the position of

Chief Executive Officer, UCC Academy

March 2023



Luke Freeley, Partner: (087) 240 4889

Lansdowne Executive Search Limited,
Hamilton House,
28 Fitzwilliam Place,
Dublin 2, D02 P283,
Ireland.

www.lansdownesearch.ie

Organisation Overview

UCC Academy DAC is a not-for-profit subsidiary company of University College Cork (UCC). The Academy was established in 2014 as UCC's in-house consultancy and operates on a commercial basis. With over 40 employees, it provides a range of services in:

- Programme / Project and Change Management across the full scope of University activities
- Creative services, including Video, Communications, Graphic Design, and Brand Development
- International Relationship Management, including managing UCC offices in Shanghai, Bangalore and New York and a cohort of over 100 international student recruitment agents.

As one of the University's 6 trading subsidiaries, UCC Academy's governance framework is underpinned by the Code of Governance for University Subsidiaries, 2019.

UCC Academy has a Board of 5 Directors comprising 3 members who are internal to the University and 2 external. In common with all of UCC's subsidiaries, the Academy will shortly embark on a strategic planning exercise closely informed by the recently published UCC Strategic Plan, 2023 – 2028: Securing Our Future. A governance review of the subsidiaries is currently being carried out in cooperation with the University Office of Corporate and Legal Affairs to ensure compliance with the 2021 HEA Code of Governance for Subsidiary Companies of Irish Universities.

While the Academy's principal client base is within the University, it is also a partner with UCC in a range of consortiums for national and international projects with other higher education institutions, research institutes and public bodies.

UCC Academy Board of Directors (the Board) wishes to appoint a new Chief Executive Officer to lead and manage the next phase of the Academy's evolution, in close collaboration with the Board and the University Leadership Team.

For more information, please visit: [UCC Academy](#)

Role Overview

Reporting to the Board, the CEO is responsible for the leadership, management, operations, and overall performance of the Company. The appointed person will provide organisational leadership and will design and implement innovative strategic and operational plans to achieve the Company's vision. In particular, the CEO will be responsible for ensuring positive and proactive alignment and collaboration with Academy's parent, University College Cork and the delivery of UCC's objectives for and expectations of Academy. The successful candidate will ensure the delivery of the commercial objectives of the Company, the efficient running of the business, and effective decision-making.

The Person

The ideal candidate for this position will have a significant leadership background in a services-based enterprise. The appointed person will have a strong track record of strategy development and delivery in a commercially successful setting. This position requires significant abilities in effective engagement at senior level, yielding quantifiable benefits and business results in terms of Service Developments, Operational Performance and Strategic Planning.

In addition to being an excellent leader of people with significant motivational abilities, the CEO will be a clear decision-maker with excellent stakeholder management and interpersonal communication skills

across all channels. He / She will have the capability to build solid, credible working relationships with individuals and groups at all levels, internally and externally.

Strong commercial acumen is required in addition to a highly organised approach and the ability to prioritise and deliver on a diverse range of sometimes conflicting priorities. With a thorough understanding of strategic development and initiatives, in a services context, the appointed person will have an affinity for continuous improvement, with high energy levels and personal standards in terms of quality, excellence and the desire to achieve. A relevant 3rd level qualification is required, with an additional business management qualification preferred.

Key Responsibilities

Organisational Leadership

- To provide strategic vision and leadership within the policy direction set by the Board.
- To identify and leverage opportunities to deepen the alignment of the Academy with UCC to leverage synergy and increase value for all parties.
- To prepare an annual business plan for the Company and to ensure its on-going financial viability.
- To lead, direct and develop staff, ensuring that those working for the organisation are focused on achieving its mission and strategic objectives.
- To ensure that the Company has appropriate management structures and systems to enable it to carry out its work effectively, accountably, and safely.
- To set an example of the Academy culture to the executives and staff of the Company, ensuring that operational policies and practices motivate working practices and behaviours within the framework of the Academy's mission and values.
- To ensure that communications within the organisation are open and transparent.
- To track staff engagement and cultural sentiment on a regular basis and oversee the development and implementation of plans to improve employee experience.
- To develop an organisational culture that attracts, retains, and motivates committed, effective and professional staff.
- To ensure the highest levels of quality in all aspects of professional services to clients both within and outside UCC.

Finance and Legal Affairs

- To be responsible for the overall financial health of the Company and manage its business to fulfil its objects.
- To ensure that commercial objectives of the Company-specific targets set by the Board are met.
- To prepare an annual budget for presentation to the Board and to ensure that the budget is met.
- To seek and develop new strategies for ensuring future income streams and resources.
- When possible, to build and maintain the financial reserves of the Company to an appropriate level set by the Board.
- To manage risk for the Company.
- To ensure that the Company fulfils its constitutional, regulatory, legal and fiduciary duties.
- To ensure that all assets and resources of the organisation, such as equipment, materials, and data, are properly managed and secured, and that processes are in place for improvement, maintenance, and replacement, as appropriate.

Governance

- Working with the Board, to ensure the formulation and regular review of the organisation's vision, mission, values, and strategic priorities and objectives.
- To report to the Board on organisational progress and performance in delivering objectives within the Company and with UCC and external stakeholders.
- To provide the Board with:
 - accurate, timely and clear information to enable the Directors to discharge their duties;
 - appropriate information about the Company, including providing access to Company operations and staff members, as appropriate;
 - the necessary resources for developing and updating their knowledge and capabilities;
 - support in fulfilling its responsibilities for the proper governance of the Company, including compliance with the regulations set out by the Charities Registration Office.
- To support the Company Secretary in the induction of new Directors with structured briefings with the CEO and appropriate senior executives on the Company's business activities.
- To support UCC's Office of Corporate and Legal Affairs in ensuring the smooth implementation of Academy corporate governance and to support the streamlining of Academy corporate governance in alignment with the requirements of UCC.
- To ensure the timely and accurate provision of requisite organisational data to relevant bodies and organisations including UCC, the HEA, the Charities Regulator, etc.
- To ensure that Academy executives (and other staff, where appropriate) participate actively in designated UCC committees and forums and proactively engage UCC colleagues in equivalent Academy activities.

Representation

- To act as spokesperson and advocate for the Company and ensure that the organisation is appropriately represented in all relevant forums and partnerships.
- To ensure that the organisation forges strong and effective partnerships in delivering its mission.
- To maintain strong, positive relationships with the Board, Academy executives and staff, and stakeholders in UCC and externally.
- To seek opportunities to expand the Company's remit in support of UCC's strategy.

Skills and Experience:

Essential Criteria

- Minimum Level 8 degree and/or relevant professional qualification.
- 10+ years in a leadership, supervisory or senior management role with a proven track record in leading teams and achieving results.
- A proven track record of developing and successfully implementing complex organisational strategies.
- Excellent financial awareness and understanding, including experience with budget formulation and budget management.
- Experience in a Project Management Office (PMO) environment.
- Demonstrated capabilities in business improvement.
- Proven experience in risk management, compliance, and governance.
- Proven achievement in employee management, performance enhancement, and organisation development.
- Successful track record of stakeholder engagement, demonstrating a client-focused approach with an emphasis on exceptional delivery and strategic growth.

- Exceptional people management and motivational skills.
- Exceptional communication and interpersonal skills.

Desirable Criteria

- Experience in project portfolio management.
- Professional accreditation.
- Masters Level qualification.
- Previous CEO or Managing Director experience in a small to medium-sized company.
- Experience of working in the Higher Education sector.

Details of the Position:

Position Type:

This position will be offered as a permanent contract. A six-month probationary period will apply.

Salary:

The remuneration package offered will be commensurate with the seniority of this role. The salary offered will be inclusive of payment for any work outside of normal hours – overtime will not apply.

Holidays:

The annual holiday entitlement is 25 working days plus 3-4 “Company days” during the Christmas – New Year period, and Good Friday.

Pension:

A Company Defined Contribution Pension Scheme is available, following probation.

Application Process

UCC Academy has engaged Lansdowne Executive Search to manage the appointment process for this position. Candidates for this role will be sought via Lansdowne Executive Search’s own search activities and via Advertising in the public domain.

Any respondents to Advertisements will receive an acknowledgement of their application and all will be assessed based on the criteria specified for the role. Applications will be via eMail only.

No original certificates or references should be submitted as any part of an application.

Following the completion of the Search and Advertising processes, a short-listing process will be utilised based on the information supplied on the completed C.V. and, as appropriate, based on initial screening interviews.

Candidates selected from the short-listing process will be invited for an interview with UCC Academy. It is likely that a small number will be called for second interview, in which case they may be asked to prepare a presentation in response to a possible case study or proposed business scenario.

It is anticipated that first interviews with UCC Academy for this position will be held during the week of April 24th, 2023 (subject to change), with final interviews in the following week. Any offer made will be subject to satisfactory reference checks and proof of qualification(s).

CLOSING DATE for receipt of applications is 5:00pm on Friday, March 24th, 2023.

CANVASSING WILL DISQUALIFY.

UCC ACADEMY IS AN EQUAL OPPORTUNITIES EMPLOYER AND IN LINE WITH ITS GENDER & DIVERSITY POLICIES, THE ORGANISATION IS SEEKING A BALANCED POOL OF CANDIDATES.

