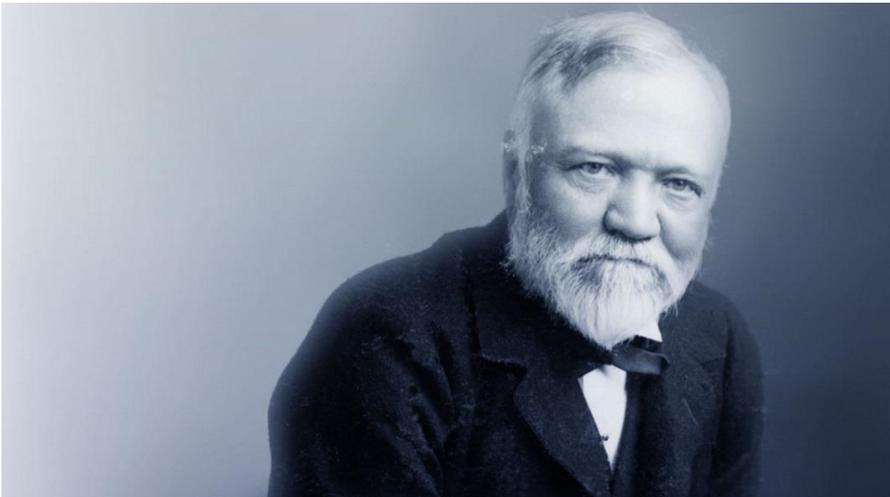




THE CARNEGIE TRUST

FOR THE UNIVERSITIES OF SCOTLAND



Andrew Carnegie, 1835-1919

CHAIR OF TRUSTEES

Recruitment pack

ABSTRACT

The Carnegie Trust is seeking to appoint a new Chair with the necessary blend of skills and experience to provide leadership to the Board, acting as a driving force for the Trust's commitment to support and develop opportunities for study and research in the Universities of Scotland.

Welcome from Professor Sally Mapstone, Principal of the University of St Andrews, Deputy Chair of the Trust, and Chair of the Search Committee

Thank you for taking this opportunity to be considered for the role of Chair of the Carnegie Trust for the Universities of Scotland. The Trust has a distinctive and important role in the landscape of higher education in Scotland enabling interventions in the study and work of students and staff at Scotland's universities at crucial times in their careers. It offers support to students in circumstances in which standard institutional or government support is less readily available. And, it encourages the development of research, particularly for those at an early career stage, by awarding funding that often sets up broader research projects at institutional or national level. The Trustees form a committed, collegial, and effective body, strongly in touch with the Carnegie community. They are ambitious to serve the Trust as effectively as they can, and aim to identify an inspiring Chair to take it forward following the conclusion of Dame Anne Glover's exemplary period in that office.

Introduction by Professor Andy Walker, Secretary & Treasurer

The Trust was founded by Andrew Carnegie in 1901 with an endowment of ten million dollars. The grants we award, together with associated expenses, continue to be funded from the income generated by this endowment – currently running at around £2.5m - £3m per annum.

The Trust has been fortunate to have been chaired by some very impressive individuals ranging from the 1901 founding Chairman, the Earl of Elgin, to the current Chair, Dame Professor Anne Glover. The role we play in Scottish higher education reflects this eminent leadership, together with the extraordinary vision of Andrew Carnegie.

Immediately following our foundation, we became a major funder of the Scottish universities, playing a key role in assisting their development and greatly expanding opportunities for students from a wide range of backgrounds to study for university degrees. Much has changed since then and funding for universities and their students has considerably improved. At the same time, the number of universities has increased four-fold and very many more students participate in higher education.

Whilst our Trust's contribution is, consequently, not as dominant as it once was, it still plays an important role. The Trust continues to ensure that able students, for whom having to pay tuition fees acts as a barrier to their attending university, are provided the financial support they need to complete their studies. At the same time, we support the universities through grants that enable research projects to be carried out by undergraduates, PhD students, and early career academics. As a result of these funding schemes, our Trust remains greatly respected by the Scottish universities community and the receipt of our grants is highly valued.

Our Charitable objectives

Established in 1901 under a Trust Deed signed by Andrew Carnegie, the income generated by his original endowment is to “*be applied towards the improvement and expansion of the Universities of Scotland*” and “*rendering attendance at these Universities and the enjoyment of their advantages more available to the deserving and qualified youth of that country to whom the payment of fees might act as a barrier*”.

For over a century the Trust has fulfilled these aims – by funding student fees, scholarships and bursaries, and through the award of research grants. Operating across all academic disciplines, the Trust encourages wider access to higher education and supports high quality scholarships and research in all the Scottish universities.

Our Strategic objectives

The original intentions of our founder remain at the heart of our work:

Remove barriers to higher education, by:

Working with HEIs to identify students in need of support – *Tuition Fee Grants*

Ensuring funded students have the technical or learning resources needed to engage fully with their courses – *Study Support Grants*

Develop young research careers, by:

Providing a pathway into a research career: undergraduate to academic – *Vacation, and PhD Scholarships*

Delivering the Carnegie Future Leaders programme to our PhD Scholars

Support research excellence, by:

Offering competitive research funding – *Research Incentive Grants*

Selecting research applications through a robust peer review process

Nurture our Carnegie Community, by:

Running gatherings and networking events for grant recipients

Pro-actively reaching out to the more vulnerable members of our Community

Operating an alumni network

How we make a difference

Our grant portfolio reflects Carnegie’s visionary belief that the benefits of higher education must be accessible to all and that knowledge and useful learning advance by enabling ideas to be investigated and tested. In 2019-20, the Trust’s income of £2.6m translated into:

822

Applications

448

Awards

17

Institutions supported

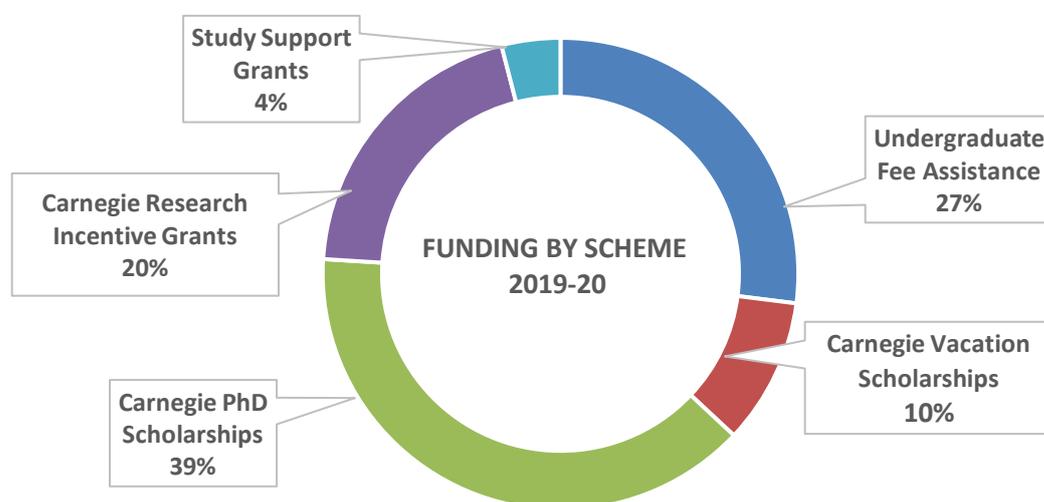
We provide grants to undergraduates, postgraduates and academic researchers at the following institutions of higher education and research:

- **Scottish Universities:** Aberdeen, Abertay, Dundee, Edinburgh, Edinburgh Napier, Glasgow, Glasgow Caledonian, Heriot-Watt, Highlands & Islands, Queen Margaret, Robert Gordon, St Andrews, Stirling, Strathclyde and West of Scotland;
- the **Glasgow School of Art**; and
- the **Royal Conservatoire of Scotland**.

Our grant schemes are open to all academic disciplines and our funding supports students and researchers at different stages of their academic or research career:

- **Undergraduate Tuition Fee Grants** fund undergraduate students wishing to re-engage with higher education, individuals with limited leave to remain in the UK and asylum seekers;
- **Study Support Grants** give our Undergraduate Tuition Fee students a helping hand with their study, travel or childcare costs;
- **Vacation Scholarships** foster the development of research skills in undergraduate students through short independent research projects ahead of their final year at university.
- The **Carnegie PhD Scholarships** fund graduates with First Class Honours Degrees from a Scottish university, who wish to pursue three years of postgraduate research leading to a PhD.
- **Research Incentive Grants** are available to Early Career Researchers looking to develop a new line of research.

Our income is spread across these different schemes as shown in the following chart:



Covid-19 and future operation

The most immediate impact of the Covid 19 pandemic on the Trust's operations was a drop in dividend income for financial year 2019-20 of ~£1m. A strong cash reserves position ensured continued operation when combined with measures to reduce expenditure. Existing commitments were fully covered, and we were able to proceed with the 2021 round of new PhD Scholarship awards. However, the research grants scheme was put on temporary hold.

In August 2020, the Trust appealed to the Carnegie Community to raise funds to mitigate the impact of the pandemic on undergraduate students through the purchase of IT equipment, desks or broadband subscriptions required to facilitate online learning. A total of £180,000 was raised.

Since March 2020, our focus has been on reassuring existing grant recipients and offering supplementary financial support for additional costs arising from the crisis.

The Trust is currently on track towards rebuilding its reserves by the end of next financial year. Once income levels permit, the research grant scheme will recommence, on a small scale at first, with a continuing emphasis on supporting early-career academics.

Our impact

Removing financial barriers to higher education

Despite the availability of government grants and loans, many students may be required to pay tuition fees themselves due to prior study or their residency status. The majority of Carnegie Tuition Fee Grant recipients already have experience of higher or further education but left their previous course as a result of ill health, financial problems, or challenging personal circumstances. We also help a small number of students who are seeking asylum in the UK. Over 250 students receive tuition fee grants each year. About 45% are aged between 25 and 34 years of age, with many living in low-income households for whom the payment of tuition fees is a financial barrier to achieving better prospects for themselves and for their families.

Developing research skills

The Carnegie Vacation Scholarships and the Carnegie PhD Scholarships aim to nurture research skills in undergraduate students and postgraduate research students respectively. Vacation Scholarships give students in the penultimate year of their degree the chance to undertake an independent research project under the guidance of an academic. Each year, the Trust awards 80-100 Vacation Scholarships and many students will go on to secure highly competitive funding for postgraduate research.



Tracey Wright, University of Strathclyde

"2020 was a bit of a whirlwind year, with online exams and essays then trying to keep up with my son's schoolwork during lockdown.

I graduated with a 2:1 and got a letter of commendation for achieving the highest grades in the class for the final semester. Not bad after being brought up in local authority care, having no parents and being a single mother!"

Since graduating with an LLB from the University of Strathclyde in 2020 Tracey has been a trainee with the Procurator Fiscal while working towards a Diploma in Professional Legal Practice at the University of Glasgow.

Hettige Thirimanne, University of Glasgow

"Studying Medicine has been a lifelong ambition for me. This ambition was triggered at a young age by my mother's health condition. Since then, my fascination with medicine has grown stronger. I have faced many hardships and had to overcome several barriers since I was young, however with the strength and support I got from those around me I was able to push through the hardships.

Without the funding my ambition would have only been a dream as my immigration status makes me ineligible for SAAS funding."



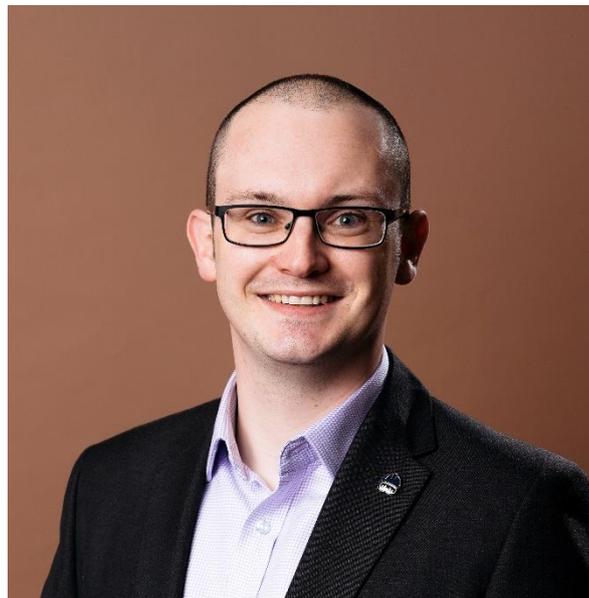
Dr Mark Reid, University of Strathclyde

“From a Vacation Scholarship in 2008 and PhD Scholarship in 2011, to collaborative postdoctoral funding in 2015 and lab equipment funding in 2017, it is quite certain I would not be where I am today without the Trust's enduring support.

Since those formative experiences with the Trust, I've been able to win two independent academic fellowships (Leverhulme and UKRI Future Leaders) that have, each in turn, enabled me to lead a team to drive innovations at the boundary between Chemistry and Computer Science. Coming full circle, it has been my genuine delight to host a Carnegie Vacation Scholar in my own lab, mentor a Carnegie PhD scholar, and present my career perspective to a Scholars' audience of which I was myself a part less than a decade before I found myself on the stage.

Would I have found a PhD without the Carnegie Trust? Perhaps. Would I have established my own lab in Scotland? I don't dare imagine...”

After postdocs in Edinburgh and Strathclyde, followed by a lectureship at the University of Bristol, Marc is now UKRI Future Leaders Fellow in Pure & Applied Chemistry at the University of Strathclyde.



Supporting new research ideas

Introduced in 2014, Research Incentive Grants fund Early Career Researchers aiming to establish new lines of enquiry or test a new research idea. Approximately 75-80 new projects are funded each year following a robust peer review process. This competitive scheme, with a success rate of 25-30%, helps grant recipients gather preliminary data that in turn can lead to applications for major grants to other funders in the UK and internationally.



Dr Ellen Stewart, University of Edinburgh

The fundraising of Captain Tom Moore and many others during the coronavirus outbreak has made charitable giving to the NHS much more visible. My Research Incentive Grant project explored the contemporary issue of charitable funds in the Scottish Health Boards. The data collected shows that some Health Boards have embraced active fundraising, while others remain very cautious and focused on reactively managing existing financial funds.

Since finishing the project, I secured a £1.4 million Wellcome Trust Collaborative Award to explore the past, present and future of charitable giving in the NHS, in collaboration with researchers at the universities of Stirling and Birmingham, and the London School of Hygiene and Tropical Medicine.

Dr Ellen Stewart is a Chancellor's Fellow in Social Studies of Health & Medicine – University of Edinburgh, working at the intersection of medical sociology, social policy and public administration.

Dr Mattie Pawlowic, University of Dundee

Cryptosporidium is the second leading cause of moderate to severe diarrhoea in children and is a significant contributor to childhood mortality and morbidity. There is no vaccine for cryptosporidiosis and the only drug is not effective in young children and immunocompromised patients—those most in need of therapeutics. There is significant need to develop drugs for this devastating disease. With my team, we have been investigating novel drug like inhibitors against Cryptosporidium in order to validate how these compounds work and learn how to improve them.

The preliminary data generated from this RIG grant helped provide evidence and support for a successful application to the WellcomeTrust, totalling £4.9 million, of which £250,000 has been allocated to me to fund a postdoctoral researcher.

Dr Mattie Pawlowic is a Principal Investigator and Lecturer in the School of Life Sciences at the University of Dundee.



Governance and management

The current Chair of the Trust is Professor Dame Anne Glover DBE FRS FRSE FASM FRSGS.

The Royal Charter, under which the Trust operates, has been updated on a number of occasions, most recently in April 2019 to bring it in line with modern practice.

The Charter specifies fourteen Trustees, made up as follows:

Ex Officio: Five Principals of the Scottish universities

Nominated: Nine Nominated trustees

The Trust currently employs five staff:

Secretary & Treasurer (0.6 fte)

Manager (1 fte)

Bursar (0.4 fte)

Grants Officer (0.7 fte)

Administrator (0.6 fte)

Since 2008 the Trust has operated from purpose-built offices – Andrew Carnegie House – in Dunfermline, co-owned and occupied with two other UK-based Carnegie trusts.

Chair of the Carnegie Trust for the Universities of Scotland

Description of role and responsibilities

The Chair leads the Board of Trustees of the Carnegie Trust for the Universities of Scotland, a Scottish registered charity established by Royal Charter, ensuring its effectiveness in all aspects of its role including: satisfying its charitable objects; setting the strategy and values of the Trust; maintaining compliance with regulatory requirements; ensuring that the expectations of the Trust's beneficiaries and other stakeholders are effectively managed and delivered; and maintaining high levels of accountability, probity, and corporate governance.

Time Commitment

These duties typically take up 1½ to 2 days per month on average.

Duties as falling upon all Trustees include:

1. Attending, in the course of each year: three Meetings of Trustees, the Annual General Meeting, a strategy discussion meeting, and other occasional events as ambassadors for the Trust;
2. Ensuring that the Trust complies at all times with its Royal Charter, charity law, and any other relevant legislation or regulation;
3. Maintaining proper financial control and ensuring the Trust applies its resources exclusively in pursuance of its objectives;
4. Contributing to the smooth operation of the Board and the effective and efficient administration of the Trust; and
5. Assisting in the development of strategy, setting policy, defining goals and evaluating organisational performance.

The Specific Duties of the Chair include:

1. Meetings of Trustees

- i. Setting meeting agendas in discussion with the Secretary of the Trust.
- ii. Leading meetings and discussions, encouraging all Trustees to participate.

2. Trust Leadership

- i. Chairing the Nominations Committee, tasked with recruitment of new Trustees with the necessary skills, expertise and experience, and ensuring diversity.
- ii. Improving overall effectiveness by using the skills and expertise available amongst the Trustees.
- iii. Seeking to maintain good governance practice and encouraging feedback and responding appropriately.

3. Policy

- i. Keeping abreast of relevant developments impacting the charity sector in general, the universities in Scotland, and their students and staff.
- ii. Setting priorities and steering discussion toward strategic issues.

4. Representing the Trust

- i. Taking a lead in fundraising initiatives and engagement with other partners.
- ii. Acting as a spokesperson for the organisation when required.
- iii. Representing the Trust within the world-wide family of Carnegie Trusts and Foundations, attending international events and contributing to their organisation, as appropriate.
- iv. Representing the Trust at other public and specialist events and seeking to promote the Trust and its interests.

5. Staff Management

- i. Reviewing the performance of the Secretary of the Trust.
- ii. Supporting the work of the administrative staff, discussing relevant issues and working with them to prepare for Trustee meetings.
- iii. Playing a leading role in the appointment of the senior executive staff of the Trust.

Person Specification

To be successful in this key role the Chair must possess:

- a. Enthusiasm and a willingness to devote the necessary time and effort to his or her duties and responsibilities;
- b. An understanding and acceptance of the associated legal duties, responsibilities and liabilities;
- c. An understanding of, and respect for the distinction between, governance and management;
- d. A strategic vision to meet the Trust's objectives;
- e. A clear understanding of the challenges faced by the universities of Scotland, the wider academic community, and the issues facing current and future students;
- f. Financial understanding and awareness necessary for the Trust to continue its operations in a sustainable manner;
- g. Highly developed leadership, communication and interpersonal skills;
- h. A commitment to the ethos and values of the Trust;
- i. A commitment to equal opportunities and the promotion of diversity; and
- j. Experience of senior board or committee work.

Remuneration

This is an unsalaried position.

Appropriate expenses associated with travel, etc will be reimbursed by the Trust.

Term

The appointment will be for three years in the first instance, renewable for up to a further six years.

Eligibility

The Charities and Trustees Investment (Scotland) Act 2005 disqualifies anyone who:

- Has been convicted of an offence involving dishonesty or an offence under the Act;
- Is an undischarged bankrupt;
- Has been removed, under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) from being concerned in the management or control of any body;
- Has previously been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or Her Majesty's High Court of Justice in England; or
- Is subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986.

Applications and process

For more information, please visit www.minervasearch.com/ctus.

To apply please send a cover letter and CV to ctus@minervasearch.com by no later than the 29th of October 2021.

For a confidential conversation please contact ctus@minervasearch.com.

A shortlist of candidates will be selected by a committee in late November / early December and interviews are currently planned for early to mid-December.