



THE CARNEGIE TRUST
FOR THE UNIVERSITIES OF SCOTLAND

BOARD TRUSTEES

Candidate Information Pack,
September 2025

LHH



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A portrait of Ronnie Bowie, a middle-aged man with short grey hair, smiling. He is wearing a dark navy suit jacket, a white shirt, and a bright pink tie with a small white pattern. He is standing with his hands in his pockets. The background is a light grey wall. The image is framed by a blue vertical bar on the left and a red and orange diagonal bar on the right.

Welcome from Ronnie Bowie, Chair

Thank you for your interest in joining the Carnegie Trust
for the Universities of Scotland (CTUS) as a Trustee.

For over a century, CTUS has provided support to students and universities across Scotland, inspired by Andrew Carnegie's belief that education should be accessible to all and a force for social cohesion and economic progress. While we are proud of this heritage, our focus is firmly on the future.

The higher education and skills landscape is changing rapidly and faces mounting challenges. We are responding by redoubling our efforts to ensure that higher education in Scotland continues to offer opportunities for everyone, regardless of background to learn and thrive. To do this, we need a diverse Board that reflects the communities we serve and brings a rich mix of skills and experiences in social justice, public policy, communications and advocacy.

We're particularly interested in people with insights on higher education and post-school skills development from the perspectives of those who face barriers to access and success, gained either through working with under-resourced communities or from lived experience.

You don't need previous board experience to join us - what matters most is your commitment to equity and your willingness to contribute constructively as part of a high-performing team. We're also open to supporting emerging leaders to gain experience by joining our Board as shadow trustees or advisory members.

If you share our values, are unafraid to challenge constructively, and want to shape a more inclusive and impactful higher education system, I warmly encourage you to apply.

Ronnie Bowie FFA, FRSE
Chair



A man in a black graduation gown with a red stole and a red tie is holding a rolled-up red diploma. He is standing in a grand, arched stone building, likely a university hall. The image is partially framed by a blue and orange diagonal graphic on the left side of the page.

Advertisement

Trustee – Carnegie Trust for the Universities of Scotland

Location: Dunfermline/Hybrid

Unremunerated but reasonable expenses reimbursed

The Carnegie Trust for the Universities of Scotland has been a champion of opportunity in Scottish education for more than 120 years. We are now looking for two new Trustees to join our engaged and forward-looking Board at an exciting time of renewal and growth.

We are especially keen to hear from individuals who:

- Offer skills in communications, public affairs and/or public policy development.
- Have experience developing and influencing policy on poverty alleviation, inclusion or social mobility.
- Have knowledge of post-school education access and finance, training, skills or workforce development.
- Are confident, constructive and collaborative, and committed to equity and transparency.

You don't need previous board experience – we'll support your development. We are also open to shadow or advisory positions for those seeking to build experience.

Applications

To apply, please submit a tailored CV and a covering letter (no longer than two pages), outlining your relevant skills and experience for the role, **by midnight Sunday September 28, 2025**.

For a confidential, informal discussion about the role please contact Fizza Islam, LHH at **+44 (0)141 220 6460** or email ScotlandExecutive@LHH.com



About Us

The Carnegie Trust for the Universities of Scotland is an independent foundation with a long-standing commitment to expanding opportunity through higher education.

Established in 1901 by Scottish-American industrialist and philanthropist Andrew Carnegie, the Trust has supported generations of students, academics and researchers, investing over a century in Scotland's social and economic progress.

Traditionally a grant-making foundation, following a period of reflection and strategic review, we are currently expanding our work. Under a new Strategic Plan, to be published in early 2026, we will enhance our support for individuals who face barriers to access and achievement in higher education and use our voice to champion changes that will better enable their success.

To do this, we:

- Provide grants to learners from low-income households to enable them to access and secure benefits from higher education.
- Develop and deliver research and insights projects that enhance our understanding of equity and success in higher education.

- Bring public voices, including those of the communities we seek to serve, into debates on the future of higher education in Scotland.
- Use outputs to drive and champion changes in pursuit of a more equitable and effective system of higher education.

We are proud of our history, but we are equally determined to evolve and lead change, responding to Scotland's rapidly shifting education and skills landscape. Our work is guided by a belief in the transformative power of education, the importance of social equity and the role of philanthropy as a catalyst for innovation and inclusion.

For more information about CTUS please see our [website: www.carnegie-trust.org](https://www.carnegie-trust.org)



Job Specification

Ability to quickly establish and develop networks and build relationships based on trust and mutual respect.



Trustee Role Profile

Trustees provide strategic leadership and governance to ensure Carnegie Trust for the Universities of Scotland (CTUS) fulfils its charitable purpose effectively, operates to the highest standards, and delivers meaningful impact for learners and society.

Key Responsibilities

- Oversee CTUS's governance, finances and compliance with its Royal Charter.
- Contribute to strategy, policy development and evaluation of impact.
- Champion CTUS and its mission, acting as an ambassador in your networks.
- Provide insight, challenge and support to the Executive team.

Who We're Looking For

We're looking for people who can help broaden the perspective of our Board and bring energy, curiosity and commitment. You may have:

- Skills in communications, public affairs or public policy development.
- A track record of advocacy and policy influencing for social justice.
- Understanding of post-school education, training, skills or workforce development in Scotland.
- Lived experience of barriers to education or social mobility.

We value diversity of thought and diversity of perspective.

CTUS is committed to ensuring that there are opportunities for all trustees to participate equally. Trustees can join any meeting remotely if required, but there is a current expectation that trustees will attend a minimum of two Board meetings a year in person.

These are unremunerated roles although reasonable expenses will be covered, including travel and accommodation, for which booking assistance is available. We want to encourage people from a wide range of backgrounds to join our Board and do not wish financial barriers to exclude people from applying. We would welcome the opportunity to support applicants with any specific needs, such as caring responsibilities, which traditionally inhibit participation in governance.

Additionally, if you have relevant experience and are interested, but unsure if you are ready to take on a full Trustee position, please get in touch as there may be opportunities to join our Board as an apprentice or one of our committees as an advisory member.



Conditions & Remuneration

Salary

Unremunerated but reasonable expenses reimbursed.

Terms of Appointment

- Three-year term (renewable up to nine years; usual maximum service six).
- Approx. 12 days per year, including three Board meetings in Dunfermline and committee meetings (hybrid).
- Voluntary role with all expenses covered.
- Flexibility and support offered to ensure accessibility (including travel, childcare or caring responsibilities).
- Opportunities for shadow trusteeships or advisory roles for those building governance experience.

Location

Location: Dunfermline/Hybrid

Timescales

Closing date for applications
midnight Sunday September 28, 2025.

Interviews with Carnegie Trust for the Universities of Scotland – **late October 2025.**

How to Apply

To apply for the post, please send a tailored CV and covering letter to ScotlandExecutive@LHH.com.

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact LHH directly on **+44 (0)141 220 6460** or email the above address.

Carnegie Trust for the Universities of Scotland is committed to equality of opportunity and to no discrimination on the grounds of race, religion or belief, age, sex, marital or civil partnership status, disability, sexual orientation, transgender status, pregnancy or maternity. We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you could complete an Equalities Monitoring Form.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address or call 0141 220 6460.

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We connect Scotland's top businesses with exceptional candidates –
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