



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Skills and Experience Matrix

The following attributes are requirements across the totality of the membership of Trinity's Board:

| Attribute |
|--|
| Experience of University Board |
| Corporate/Governance |
| Commitment to the University's Governance principles and values |
| Commitment to the University's mission and purpose |
| Higher Education |
| Understanding of Strategic Challenges of University Sector |
| Commitment to Collective Responsibility |
| High Ethical and Professional Standards |
| Experience Managing Large Complex Organisations/ Organisational Management |
| Willingness to dedicate time to Board and committees |
| Research |
| Innovation |
| Strategic Planning |
| Irish Language |
| Reflective of Irish Society |
| Finance |
| Sustainability/Sustainable Development |
| Philanthropy |
| Stakeholder Engagement |
| Equality, Diversity & Inclusion |
| Capital Projects/ Infrastructure Development |
| Community Engagement |
| Cultural and Arts Sector |
| IT / Digital / Cybersecurity |
| Knowledge/ Experience in matters connected with the objects and functions of the College/university |
| Risk Management |
| Academic Capability |

Note:

A gender quota of 40% will apply to the membership of the Board.

Fundamental criteria for membership¹

1. Appreciation for and commitment to the collegiate nature of governance in Trinity and an understanding of the specific role and responsibilities of the Board.
2. Commitment to the values and principles underlying Trinity's governance.
3. Commitment to Trinity's broader mission and purposes of higher education and research.
4. Understanding of the strategic challenges facing the University and higher education nationally and globally.
5. Commitment to the principle of collective responsibility for Board's decisions and to a University-wide vision, rising above disciplinary concerns or the agendas of interest groups.
6. High ethical and professional standards.
7. The ability and willingness to dedicate time to a demanding role and to engage actively in the work of the Board, and its Principal Committees.

¹ As approved by the Board in June 2021