



External Members Candidate Brief 2023

Appointment of Technological
University Dublin Governing Body
External Members

Closing Date 3.00 pm (Irish Time) Monday 31st July 2023

CONTENTS

1 Introduction

- 1.1 Appointment of the Technological University Dublin Governing Body External Members
- 1.2 Tenure
- 1.3 Time Commitment
- 1.4 Remuneration

2 Role Specification – Duties and Responsibilities

- 2.1 Relationship to TU Dublin President and University Executive
- 2.2 Key Responsibilities
- 2.3 Key Reporting Accountabilities

3 Person Specification

- 3.1 Section A Requirements – Knowledge and Experience
- 3.2 Section B Requirements – Abilities, Experience and Skills

4 Appointment Process

- 4.1 Selection and Appointment Process
- 4.2 Conflict of Interest
- 4.3 Declaration of Interest and Ensuring Public Confidence

5 Submitting Your Expression of Interest

- 5.1 How to Apply
- 5.2 Contact for Further Information
- 5.3 Confidentiality
- 5.4 Data Protection
- 5.5 Standards in Public Life/Indemnity

APPENDICES

A About Technological University Dublin

- A.1 Background
- A.2 Strategic Intent to 2030
- A.3 Organisation Structure
- A.4 Quality Education
- A.5 A Global Focus
- A.6 Equality, Diversity and Inclusion

B Governance

- B.1 Governing Body
- B.2 Governing Body Committees
- B.3 Academic Council
- B.4 Guiding Principles

1. INTRODUCTION

1.1 Appointment of Technological University Dublin Governing Body External Members

Technological University Dublin (TU Dublin) was established by Ministerial Order under Section 36 of the Technological Universities Act 2018, (*Number 3 of 2018*), on the appointed day of 1st January 2019. TU Dublin is Ireland's first Technological University and the first University to avail of the legislative provisions in the TU Act (2018). Under the Technological Universities Act 2018, (*Number 3 of 2018*), as amended by the Higher Education Authority Act 2022, (*Number 31 of 2022*), TU Dublin has a Governing Body to perform the functions of the University. The Governing Body is, therefore, the authority established by law to govern the University. *Please note in this document 'the TU Act' means the Technological Universities Act 2018, (Number 3 of 2018), as amended by the Higher Education Authority Act 2022, (Number 31 of 2022).*

The Governing Body is now seeking to appoint **four** suitably qualified individuals as external Governing Body members at this time. In addition, a panel will be formed from this recruitment campaign to fill future Governing Body and Governing Body Committee external member vacancies.

The mission of TU Dublin addresses community-wide needs and interests in a life-long learning context and the University is keen to reflect a diversity of backgrounds, experience and gender balance in the composition and thinking processes of its Governing Body. All Expressions of Interest will be welcomed and evaluated against the stated requirements under Person Specification (Sections A and B) below, while also respecting the need for balance and diversity.

Members of Governing Body will reflect a diversity of backgrounds and experience while sharing a commitment to the mission and goals of the University. Working with the Chairperson, members of Governing Body take collective responsibility for the strategic direction for the long-term sustainability of the University and perform a key role in ensuring best practices in its corporate governance. Members will be required to commit sufficient time to undertake this non-executive role.

1.2 Tenure

In accordance with legislation the term of appointment can be up to four years, and the appointee will be eligible for consideration for reappointment for a further term of up to four years subject to satisfactory appraisal.

A Governing Body member shall cease to be a member of the Board if he or she is nominated as a member of Seanad Éireann, is elected as a member of either House of the Oireachtas or as a representative in the European Parliament.

1.3 Time Commitment

The overall time commitment required for the effective conduct of the duties of this role will vary between one to two days per month. This will include preparation for, and attendance at Governing Body and Committee meetings, and other engagements including University events. There is significant preparatory work in advance of meetings, with papers circulated a week in advance. Participation on at least one of the three Governing Body Committees (Audit and Risk; Finance and Property; Equality, Diversity and Inclusion) is required. The Committees each typically meet a minimum of four times a year and as required.

1.4 Remuneration and Expenses

This is a non-remunerated role, but reasonable expenses incurred in connection with attending Governing Body meetings and to transact its business will be reimbursed in accordance with approved University Policy.

2. ROLE SPECIFICATION – Duties and Responsibilities

2.1 Relationship to TU Dublin President and University Executive

Governing Body members should bring an independent judgment and objective scrutiny to the oversight of the University, be prepared to be constructively challenging when necessary while being supportive to the delivery of the University's mission, standards and values and respective to the roles and responsibilities of the President, University Executive and Academic Council. There is a clear delineation of roles and responsibilities between the Governing Body and the University Executive and applicants are referred to the TU Dublin Code of Governance which provides a framework for the application of best practice in corporate governance.

2.2 Key Responsibilities

Members of the Governing Body perform key roles in relation to the direction, strategy, and corporate governance of the University. Members take collective responsibility for the long-term sustainability of the University, working with the Chairperson of the Governing Body, the President, and the executive management team to ensure that the University is managed and developed in line with legal and policy parameters and accepted standards of best practice.

Candidates for these roles should be able to work in the University's interests nationally and, where required internationally and be prepared to commit sufficient time to undertake the role successfully. These positions are non-executive and non-remunerated, although appropriate expenses will be covered in line with University policy for external members of the Governing Body. Candidates must not have any conflicts of interest likely to interfere with their ability to assume the role of a Governing Body external member. Candidates must not be employees of the University and all appointments shall be subject to the procedures set down in the TU Act.

2.3 Key Reporting Accountabilities

The following sets out some of the key Governing Body reporting accountabilities. These include but are not limited to:

- Ensuring that statutory obligations applicable to TU Dublin as set out in its governing legislation or in other relevant legislation are identified and complied with.
- Review and approval of the University Annual Report (TU Act S.23), (a report on its activities in the immediate preceding year) not later than 30th June in each year, for submission to the Minister and An tÚdarás.
- Review and approval of TU Dublin audited accounts annually.
- Review and approval of TU Dublin annual budget.
- Review and approval of significant acquisitions, disposals and retirement of assets.
- Review and approval publication of significant policy statements or documents.
- Review and approval of the Terms of Reference of Governing Body Committees and appointment of Committee members.
- Authorisation of signatories to attest the seal of TU Dublin.

3. PERSON SPECIFICATION

Expressions of interest are sought from suitably qualified candidates for consideration for the role of External Member(s) of TU Dublin Governing Body. The successful candidate(s) will demonstrate the following requirements outlined below under Sections A and B:

SECTION A – GENERAL REQUIREMENTS (Knowledge and Experience)

Candidates are asked to provide demonstrable experience of relevance in **some or all** of the following areas

- 1) Excellent communication skills and ability to work constructively with others. Critical thinking, good judgment and independence.
- 2) Strong commitment to education as a public good. Interest in current challenges facing higher education, and Technological Universities in particular in Ireland. Strong appreciation of the national and regional economic, social and political dynamics and priorities.
- 3) Governance experience – board member/national role and full awareness of the responsibilities associated with such roles.
- 4) An understanding of TU Dublin's culture, vision and values.
- 5) Record of personal achievement
- 6) Competency in the Irish Language

SECTION B – INDIVIDUAL REQUIREMENTS (Ability, Experience and Skills)

Candidates are asked to demonstrate their ability, experience and skills with evidence of commitment to the public good in one or more of the following areas. *(Please note in terms of immediate vacancies there is a particular requirement for individuals with competencies in 1, 2, 3, or 4 in order to balance the current Governing Body expertise. Candidates with competencies in 5, 6 or 7 are also being recruited at this time).*

- 1) **Financial Literacy**
Senior financial experience of institutional or corporate finance and accounting in an organisation of comparable scale. Experience of budgeting, financial management, internal control and risk management in a highly regulated environment.
- 2) **Capital Development, Estates Management and Sustainability**
Experience of leading and procuring major capital projects in the public sector. Leadership in estates management in an organisation of comparable scale and complexity. Environmental, social and governance capability with experience of leading initiatives within the sustainability portfolio.
- 3) **Corporate Governance/Regulatory/Legislative/Environmental, Social and Governance (ESG)**
Professional expertise, knowledge and practice in regulatory functions, corporate governance and compliance in an organisation of comparable scale. Experience of leading with integrity, efficiency and effectiveness, transparency, sound financial management and accountability, whilst promoting ESG, ethical conduct, and adherence to the legislation and guidelines.
- 4) **Equality, Diversity and Inclusion**
Experience in human resources with a strong focus on diversity and inclusion/or cultural strategy. A deep understanding of the complexities of diversity and inclusion across difference cultures and landscapes. Knowledge of challenges in the student experience and understanding of positive interventions and successful approaches to well-being in a higher education environment

5) Organisational Transformation (Performance & Effectiveness) / Strategic Planning and Development

Experience of organisational transformation, performance and effectiveness. Successfully leading and influencing change management in an organisation of comparable scale and complexity; experience of influencing and leading out on promoting a positive culture and effectively engaging stakeholders throughout the change management process. Understanding of the dynamics, key relationships, trends and developments in higher education, which inform programmes related to international and cultural opportunities. Expertise in standards and practice in higher education both national and international.

6) Research, Innovation and Entrepreneurship -

Knowledge of the research-innovation-start-up cycle and related challenges or experience of innovation-based business expansion

7) Marketing and Communications

Experience in leading in marketing and communications with particular reference to the higher education landscape.

4. APPOINTMENT PROCESS

4.1 Selection and Appointment Process

Governing Body will be supported in the appointment process through its Select Committee who will manage the selection process on its behalf, to review, consider and recommend the preferred candidate for approval and appointment by Governing Body. Expressions of interest will be considered and assessed having regard to the stated requirements in the Person Specification (Sections A and B) above and Section 12(8) of the TU Act below.

'In performing functions under this section, the Minister and a governing body shall have regard to the objectives that

- (a) not less than 40 per cent of the members of the governing body shall be women and not less than 40 per cent of them shall be men,*
- (b) the membership of the governing body shall take account of the different locations of the campuses of the technological university, and*
- (c) the membership of the governing body shall broadly reflect the composition of Irish society, including persons who are competent in the Irish language.'*

The selection process may include a short-listing process followed by an interview process. Shortlisting will be based on the information provided in the Expression of interest received against the stated requirements in the Person Specification (Sections A and B). It is therefore essential that the Expression of interest demonstrates and provides evidence of how these requirements are met by the candidate.

4.2 Conflict of Interest

In order to qualify for appointment a candidate must not have any conflicts of interest likely to interfere with their ability to assume the role as External Member of TU Dublin Governing Body. Candidates should declare any potential conflict of interest or perceived conflict of interest that may exist and address this in their covering letter. Candidates are also asked to provide details in their covering letter of anything in their personal or professional history, which if brought into the public domain, may raise questions about a conflict of interest, in the event of that candidate being appointed. The Select Committee may decide, based on any perceived level of conflict to eliminate a candidate on this basis.

Particular attention is drawn to the requirement for candidates to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as the External Member of Governing Body, including any business interests and positions of authority outside of the role of External Member of Governing Body.

If appointed, the successful candidate will also be required to declare these interests on appointment which will be entered into a register operated by the Governing Body, and which may be made available to the public. Failure to disclose such information could result in an appointment being terminated.

5. SUBMITTING YOUR EXPRESSION OF INTEREST

5.1 How to Apply

Expressions of interest are invited from suitably qualified individuals who wish to apply for the role of TU Dublin Governing Body External Member (4 Positions). In addition, a panel will be formed from this recruitment campaign to fill future Governing Body and Governing Body Committee external member vacancies.

Candidates are encouraged to ensure the information in their submission clearly and fully describes how they satisfy the Person Specification requirements (Sections A and B) as set out above. The University is not responsible for any expenses incurred by candidates as part of the recruitment process.

The closing date for receipt of expressions of interest is **3.00pm (Irish Time) on Monday 31st July 2023**. As part of your submission **PLEASE UPLOAD** the following documents and information via this link:

<https://www.tudublin.ie/explore/about-the-university/governance/>

a) Upload a Cover Letter outlining your suitability for the role with reference to the requirements set out in the Person Specification (Sections A and B). The cover letter should describe briefly:

- 1) How do you meet the requirements outlined in the Person Specification
- 2) Why the appointment is of interest to you.
- 3) What you believe you can bring to the role.
- 4) Conflict of interest declaration, if applicable.

b) Upload a brief Curriculum Vitae to include the following:

- 1) Full name, title, home address, contact details (email and telephone) on which you are happy to be contacted.
- 2) Experience, employment history and relevant achievements. Brief details of your current or most recent post and the dates you occupied this role.
- 3) Demonstrate evidence of how you meet the requirements in the Person Specification.
- 4) Details of past or present Board appointments and/or National roles.
- 5) Contact details for two referees who will support your application. One referee should be the person to whom you are/were accountable in your current/most recent appointment or position of employment. Please indicate the relationship of each referee to you. References may be requested for short-listed candidates prior to interview (subject to permission from the candidate).

5.2 Contact for further information

If you require further information regarding the role of Governing Body and the role of Governing Body External Member, or the application process please direct all enquiries in confidence to the Governing Body Secretariat through email at:

governingbody@tudublin.ie

5.3 Confidentiality

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquiries, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

5.4 Data Protection

All personal data transmitted to TU Dublin and TU Dublin Governing Body Select Committee for the appointment in the role of External Member will be processed and stored in line with data protection legislation. The personal data will be used for the purpose of selecting the External Member of TU Dublin Governing Body only. Please contact TU Dublin Governing Body Secretariat at governingbody@tudublin.ie if you require any further detail on the above. Further information on the processing of personal data in TU Dublin and the contact details for the Data Protection Office can be accessed by email at dataprotection@tudublin.ie

5.5 Standards in Public Life/Indemnity

The Ethics in Public Office Acts 1995 and 2001 will apply to this post. Further information is accessible through the Standards in Public Office Commission at <https://www.sipo.ie>

Indemnity applies to members of the Governing Body and is given on the basis that it only applies to the official duties undertaken by members in their work on Governing Body or Governing Body Committees and that they carry out their duties in a bona fide manner.

APPENDICES

APPENDIX A: About Technological University Dublin (TU Dublin)

A.1 Background

TU Dublin caters for over 30,000 students across the Dublin region with state-of-the-art educational facilities in Dublin City, in Blanchardstown, in Tallaght and at its flagship Grangegorman Campus. It provides programmes from apprenticeship through to PhD, and its students learn in a practice-based environment, developing the knowledge and skills required to stand out in a globally-focused job market. Its thriving impact-focused research and innovation community is uniquely positioned to drive societal change leveraging its expertise to deliver new solutions for some of the world's most pressing challenges.

Our mission is the pursuit of:

- Excellence in student-centred learning supporting the growth of enterprising and socially responsible citizens with a global perspective.
- Practice-led, impact-focused research and deep discipline engagement that excites its students and staff, and benefits its communities, society and the economy.
- Co-creation of teaching, learning and research through dynamic collaboration and open engagement between its students, the University, and its partners from industry, the professions, and civic society.

Our Vision is:

Seamless network of learning - Creating a Better World, Together.

Our Values are:

Excellence, Impact and Inclusion

A.2 Strategic Intent to 2030 – Realising Infinite Possibilities

TU Dublin is embarking on an exciting journey towards 2030. The pace at which technology, society and world economies are evolving has never been faster, and the future for students, graduates and staff will be very different to that of today. So too, higher education must evolve and advance, to support people and communities, to be truly relevant, and to deliver real impact. TU Dublin's challenge is to prepare graduates to be well rounded, independent thinkers and lifelong learners, with the aptitude to adapt to this changing world and to roles that do not currently exist. The three pillars of the strategy are People, Planet and Partnership.

- People – the University intends to ignite the imagination of students, staff and partners and support people to explore their abilities and reach their full potential.
- Planet – the University intends to address the challenges facing the world and impact positively on the planet and people, with 'education' as the driving force.
- Partnership – the University intends to develop the most connected University; cultivating a network of discoverers, creators and entrepreneurs; engaging with people that make things happen.

Further information at <https://www.tudublin.ie/explore/about-the-university/strategicintent/>

A.3 Organisation Structure

Organisational Effectiveness has been set as a priority by TU Dublin to ensure the University can deliver on the ambitions set out in its Strategic Intent. Establishing a new organisation structure is fundamental in this process, laying the foundations to achieve a responsive and agile operation. The University Executive Team (UET) whose remit is to contribute to the future direction of TU Dublin and bring a broader perspective on discussions and decision making consists of the President, the Deputy President & Registrar, Chief Operations Officer, four Vice-Presidents and five Faculty Deans.

Further information at: <https://www.tudublin.ie/intranet/organisation-design/faqs/university-executive-team-uet/>

A.4 Quality Education

TU Dublin has embarked on an exciting journey to create a new model of education that promotes academic excellence, nurtures bright minds, and sparks creativity and ambition amongst its student population. Its student-engaged model of learning champions project-based learning and empowers students to tackle problems creatively. Sustainability and digital literacy are two core learning outcomes across its programmes, creating responsibly-minded graduates with the skills to develop innovative technologies that positively impact the world.

As a degree-awarding body, TU Dublin attracts students at Level 6 through to Level 10 on the National Framework of Qualifications. The University is passionate about lifelong learning and, as the largest provider of part-time education, makes an important contribution to the economic life of Ireland, enabling capacity building for the future. Aiming to be inclusive and diverse, TU Dublin welcomes students of all nationalities and backgrounds, including over 2,500 students from 140 countries. In addition, 26% of new entrants at undergraduate level have come through access and other non-standard routes.

A.5 A Global Focus

TU Dublin is committed to ensuring that it becomes a Global Technological University. Its goal is to drive collaboration with key strategic international partners, to expand its reach, gain access to best international practice and enhance its education and research capabilities, thus building on the pioneering TU Dublin brand, so it becomes recognised in the international arena. The University welcomes students and staff from around the world, while its strong international partnerships provide opportunities for student and staff exchange programmes, major cross-collaboration research projects, and employment opportunities.

TU Dublin is a member of the European University of Technology, an alliance of eight European institutions working together to create a multi-campus University, offering a unique and integrated European opportunity for students and researchers, with unfettered access to eight state-of-the-art and vibrant campuses across Europe.

A.6 Equality, Diversity and Inclusion

TU Dublin is committed to ensuring that students entering, participating and completing its programmes at all levels reflect the diversity and social mix of the Dublin region, and the wider Ireland population. The University is especially cognisant of the challenges faced by those wishing to participate in higher education who come from backgrounds of economic or social disadvantage, and also those who have diverse abilities, and persons coming from sections of society significantly under-represented in the student body.

TU Dublin enables equity of access to education for these groups through an integrated policy that provides a range of pre-entry activities, alternative entry arrangements and post-entry supports. It also aims to provide an enhanced experience and positive educational outcome for all students through the use of methods such as Universal Design for Learning in the provision of education and related services, supports and facilities. The University's access policy is fully aligned with the National Access Plan. TU Dublin is committed to advancing gender equality, in all aspects of its work, and was awarded the Athena SWAN Bronze Award in 2022. It has introduced gender balance membership on all key decision-making committees and aims to address gender imbalances amongst staff and students in academic disciplinary fields and functional areas where traditional patterns of male or female predominance were found. It is also cognisant of the need to address intersectional aspects that contribute to the compounding of inequalities such as ethnicity, diverse ability, gender and other identities, and social disadvantage. Further information at: <https://www.tudublin.ie/explore/about-the-university/equality-and-diversity/>

APPENDIX B: Governance

B.1 Governing Body

The TU Act defines the Functions of Technological University under Section 9 and requires that these functions are delivered through a Governing Body under Section 11, with a Chairperson, *'who shall be an external member, appointed by the governing body'*.

The Governing Body must operate in accordance with Schedule 1, of the TU Act. Section 12(1) of the TU Act provides that the Governing Body *'shall consist of 19 members'*, and Section 12(8) provides that, *'In performing functions under this section, the Minister and a governing body shall have regard to the objectives that (a) not less than 40 per cent of the members of the governing body shall be women and not less than 40 per cent of them shall be men, (b) the membership of the governing body shall take account of the different locations of the campuses of the technological university, and (c) the membership of the governing body shall broadly reflect the composition of Irish society, including persons who are competent in the Irish language.'*

The role of the Governing Body under the TU Act includes the promotion of the success (including academic success) and reputation of the University, review and oversight of the implementation of major plans of action and to provide strategic direction. One of the functions is to appoint a President, who is Chief Officer of the University and whose role under the Act is to *"carry on and manage, and control generally, the academic, administrative, and financial activities of the Technological University, and matters relating to its staff"*. The President is an ex-officio member of the Governing Body.

Further information at <https://www.tudublin.ie/explore/about-the-university/governance/>

B.2 Governing Body Committees

The Governing Body has the authority to establish Committees to assist it in performing specific aspects of its functions. The current Governing Body has established the following Committees:

- Audit and Risk Committee
- Finance and Property Committee
- Equality, Diversity and Inclusion Committee

B.3 Academic Council

In addition to the Governing Body, TU Dublin has an Academic Council as defined under Section 17 of the TU Act that *"shall control the academic affairs of the Technological University, including the curriculum and instruction of education provided by, the Technological University"*. The Academic Council is the statutory body charged with establishing and maintaining the academic standards and enhancing the quality of the student experience of the University.

B.4 Guiding Principles

- The Governing Body is collectively responsible for leading and directing TU Dublin's activities. While the Governing Body may delegate particular functions to the University Executive, the exercise of the power of delegation does not absolve the Governing Body from the duty to supervise the discharge of the delegated functions.
- The Governing Body should fulfil key functions, including: reviewing and guiding strategic direction and major plans of action; risk management policies and procedures; annual budgets and business plans; reviewing performance objectives; monitoring implementation and TU Dublin performance; and overseeing major capital expenditure and investment decisions.
- The Governing Body should act on a fully informed and ethical basis, in good faith, with due diligence and care, and in the best interest of TU Dublin, having due regard to its legal responsibilities and the objectives set by Government.
- The Governing Body should promote the development of the capacity of TU Dublin including the capability of its leadership and staff.
- The Governing Body is responsible for holding the President and senior management to account for the effective performance of their responsibilities.

Further information at <https://www.tudublin.ie/explore/about-the-university/governance/>