

## Knowledge, Skills and Experience Inventory

Name: \_\_\_\_\_

Date: \_\_\_\_\_

| Professional Skills/Expertise       |   |        |
|-------------------------------------|---|--------|
| Skills and Experience               | Definition  | Rating |
| Institutional Budgeting and Finance | <b>Senior level responsibility for financial management and/or budgeting for complex organizations, banking, and/or borrowing/lending.</b><br><i>Note: Budgeting or financial management responsibility for \$50M+ required to demonstrate advanced knowledge.</i>  |        |
| Investment                          | <b>Senior responsibility for managing substantial investment portfolios.</b><br><i>Note: Understanding of and direct experience managing investment portfolios of \$250 million or above to demonstrate advanced knowledge.</i>   |        |
| Accounting and Auditing             | <b>Creating and/or implementing compliance-based audit recommendations, knowledge of best practices for internal controls.</b><br><i>Note: Accounting designation or CFO experience required to demonstrate advanced knowledge.</i>   |        |
| Large Scale Real Estate             | <b>Strategic management of a large real estate portfolio.</b><br><i>Note: A minimum of five years in a senior leadership role at a public or private institution with responsibility for large scale real estate acquisitions and management is required to demonstrate advanced knowledge.</i>   |        |
| Capital Planning                    | <b>Strategic management of highly complex land development planning and/or approvals, planning and oversight of major (\$10M+) capital projects.</b><br><i>Note: A minimum of five years in a senior leadership role at a public or private institution with responsibility for multiple \$10M+ projects is required to demonstrate advanced knowledge.</i> |        |

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| <b>Human Resources Management/Labour Relations</b> | <p><b>Executive-level responsibility related to employee/labour relations and/or human resources matters within complex organizations.</b></p> <p><i>Note: Executive Leadership roles responsible for Human Resources, Culture or Talent in a large and complex organization. HR designation is not specifically required to demonstrate advanced knowledge.</i></p>   |  |
| <b>Strategic Information Technology</b>            | <p><b>Digital infrastructure planning and execution at the enterprise level across large private, public, or not-for-profit organizations, including cybersecurity policies and processes, system governance, and IT operations.</b></p> <p><i>Note: Information technology leadership role (CIO or equivalent) in a large organization is required to demonstrate advanced knowledge.</i></p>   |  |
| <b>Public Affairs and Communication</b>            | <p><b>Communications planning, public affairs and public policy development, reputation management and crisis communications, marketing, and media relations.</b></p> <p><i>Note: Several years of experience combined with responsibility for major entities engaged in the work referenced above are required to demonstrate advanced knowledge.</i></p>   |  |
| <b>Philanthropy</b>                                | <p><b>The creation and execution of strategy in fundraising, development, and/or stewardship for large and complex public and/or not-for-profit organizations.</b></p> <p><i>Note: A leadership role in creating and/or leading fundraising campaigns with a goal of a minimum of \$25 million is required to demonstrate advanced knowledge.</i></p>  |  |
| <b>Legal</b>                                       | <p><b>Responsibility for legal issues affecting provincial, national or international entities, particularly as they relate to legislative compliance, in major public sector enterprises or entities of significant complexity.</b></p> <p><i>Note: Completion of formal legal education and training and membership for a minimum of five years (full practice category) in a Law Society/Bar of a Commonwealth nation or a U.S. State Bar required to demonstrate advanced knowledge.</i></p> |  |

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| <b>Risk Management</b>                              | <p><b>Enterprise risk management including risk assessment and mitigation strategies, and the strategic implementation of organization-wide risk management programs.</b></p> <p><i>Note: A leadership role in enterprise risk management or professional accreditation/designation is required to demonstrate advanced knowledge.</i></p>   |  |
| <b>Equity, Diversity, Inclusion (EDI)</b>           | <p><b>The bundle of competencies supporting general proficiency in this area includes: Understanding of concepts such as implicit bias and microaggressions, anti-racism, cultural competency, promotion of civility, social justice development and Indigenous cultural competency.</b></p> <p><i>Note: Extensive experience developing and implementing organization-wide EDI-related policies and procedures, strategic plans, and education programs for employees and other organizational stakeholders required to demonstrate advanced knowledge.</i></p> |  |
| <b>Indigeneity</b>                                  | <p><b>Supporting proficiency in the area of Indigenous cultural competency.</b></p> <p><i>Note: Extensive experience infusing on-going Indigenous cultural competencies throughout organizational practices through meaningful engagement with the Indigenous community is required to demonstrate advanced knowledge.</i></p>   |  |
| <b>Knowledge of Post-Secondary Education Sector</b> | <p><b>Provincial, national, and/or international post-secondary education policy, and/or systems.</b></p> <p><i>Note: Senior administrative or academic department head role, or above, required to demonstrate advanced knowledge.</i></p>  |  |
| <b>Governance and Leadership Acumen</b>             |  |  |
| <b>Strategic Planning</b>                           | <p><b>Leadership in developing an overarching strategic plan for a large private, public, or not-for-profit organization.</b></p> <p><i>Note: Participation and/or leadership in developing several strategic plans is required to demonstrate advanced knowledge.</i></p>   |  |

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| <b>Leading Collaborative Endeavors/Partnerships</b> | <b>Leading complex, multi-stakeholder initiatives from inception to completion, may include holding a related professional designation or certification.</b><br><i>Note: A senior leadership role in a multi-month or year project involving both internal and external stakeholders is required to demonstrate advanced knowledge.</i>                       |  |
| <b>Public Sector or Not-for-Profit Governance</b>   | <b>Leadership in non-profit and/or corporate governance.</b><br><i>Note: Governance leadership roles (board chair or vice-chair, committee chair, corporate secretary and/or general counsel, public, private, or non-profit) or a minimum of five years of service on a board as an independent board member required to demonstrate advanced knowledge.</i> |  |
| <b>Executive Leadership</b>                         | <b>Senior executive leadership responsibility for the creation and execution of enterprise-wide strategy.</b><br><i>Note: C-suite/VP/AVP/organizational equivalent required to demonstrate advanced knowledge.</i>  |  |
| <b>Political Acuity and Government Relations</b>    | <b>Lobbying, and/or opinion shaping at the executive level of major entities and/or senior/cabinet levels of government.</b><br><i>Note: Several years of experience combined with responsibility for major entities engaged in the work referenced above are required to demonstrate advanced knowledge.</i>   |  |

## Equity, Diversity and Inclusion

While maintaining the primary objective of ensuring that members of the Board of Governors, on the whole, represent the necessary range of skills and experience required to lead a significant public sector institution, the Board is committed to working towards more equity, diversity and inclusion within its membership. To better understand the diversity of applicants and Board membership, please indicate if you identify with any of the following identities (choose all that apply).

Indigenous

Persons with disabilities

Racialized (i.e. person of colour, visible minority, including those who are multi-racial and are non-white in colour)

Gender Minority (i.e. woman, two-spirited, trans, non-binary...)

Sexual Minority (i.e. lesbian, gay, bisexual, queer, two-spirited...)

None of the above apply to me

Prefer not to answer

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