

## Papers for the 2024 AGM

**Please note, you need to [register for the AGM](#) to receive the meeting link.**

Within this document are the following supporting papers:

- [AGM procedures](#)
- [AGM agenda](#)
- [Minutes of the last AGM](#)
- [Retirement of trustees](#)
- [Appointment of auditors](#)
- [Resolution Paper AGM24-01](#) – Election of one Board Member who will act as Company Director and Charity Trustee
- [Background information](#)
- 2023 Annual Trustee Report and Financial Statements can be viewed at [www.eauc.org.uk](http://www.eauc.org.uk)

### **Please note:**

We ask that members raise substantive questions by email to the Company Secretary at [fgoodwin@eauc.org.uk](mailto:fgoodwin@eauc.org.uk) by Monday 8 July 2024. This will allow the trustees to prepare a full and informed response.

## AGM Procedures

Below is information to assist members with the procedures of the AGM. Full details can be found in our [Articles of Association](#).

### **What is the purpose of the AGM?**

At the AGM you will receive the Annual Trustee Report and Financial Statements. You'll have the opportunity to accept retired trustees that we have had throughout the year, elect a new trustee and appoint our auditors. It is an opportunity for members and other attendees to discuss with our board any other business required. Items that require a vote from members are called resolutions.

### **Who can attend?**

Anyone can attend our AGM but only educational members can vote for resolutions, of which there is one this year relating to electing a new trustee and director to the board. All voting is taking place online prior to the AGM. There will be no live voting at the AGM.

Company members, strategic partners and other attendees are not allowed to vote.

### **How many members need to attend?**

As per our [Articles of Association](#), we need to have a minimum number of members present at the AGM for it to be quorate. The minimum number is either 25 or one-tenth of all educational members (current members as of 17 June 2024 is 285, so one tenth is currently 28). So we need at least 25 member representatives attending or attending by proxy, to hold the meeting otherwise the meeting has to be adjourned until a later date.

### **How do I vote?**

Each educational member institution is entitled to one vote for each resolution. Our educational members have been contacted to nominate their voting representative and voting details have been sent to that person to vote, by proxy, online prior to the AGM. Live voting will not take place at the AGM. The online proxy voting results will be verified by an independent scrutineer ([Civica](#)) and the results will be declared at the AGM by the chair.

### **Can I vote online?**

Yes, this is the only way to vote. You vote online by using the Civica system by proxy. You can either declare your decision or nominate the chair to vote on your behalf. We have asked educational members who their voting representative is and those entitled to vote have received an email from Civica with secure voting instructions on how to do this.

### **Why are you using Civica?**

Civica – formerly called Electoral Reform Services - is the UK's leading independent ballot supervisor and expert in the administration of electronic voting. In order to ensure the voting is undertaken transparently and fairly all of the voting process is undertaken by Civica. Civica will confirm the results once the voting is closed and the results will be announced at the AGM.

If you require any further information please contact the Company Secretary, Fiona Goodwin, at [fgoodwin@eauc.org.uk](mailto:fgoodwin@eauc.org.uk).

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**EAUC Annual General Meeting**  
16 July 2024 – 16:00 virtually via Zoom

Agenda

1. Welcome and apologies  
*Laurence Frewin, chair*
2. [Approval of minutes of 2023 AGM](#)
3. [Retirement of board members who act as company director and charity trustee](#)
4. [Appointment of auditors](#)
5. Review of the 2023 Annual Trustee Report and Financial Statements, followed by questions  
*Charlotte Bonner, CEO & Neil Glasser, treasurer*
6. [Resolution paper AGM24-01](#) – Results of the election of one Board Member who will act as Company Director and Charity Trustee
7. Our new strategy  
*Charlotte Bonner, CEO*
8. Any other business and close

## 2. Minutes of 2023 AGM

### Annual General Meeting Minutes

22 June 2023 – virtually via Zoom

Chair – Jim Longhurst (JL) & Laurence Frewin (LF)

The presentation, papers and video can be found at [http://www.eauc.org.uk/eauc\\_governance](http://www.eauc.org.uk/eauc_governance).

#### 1. Welcome and Apologies

JL welcomed Members to the AGM as chair. FG confirmed we are quorate.

Apologies were received from Christine Calder, John French and Luke Rake.

JL introduced the Board of Trustees and Associate Trustees, whose term will be completed in September and the Board will undertake a review of how we can best support early career and intergenerational voices as guest in the future. We thank all of our trustees and associates for their time and commitment to the Board.

#### 2. Approval of Minutes of 2022 AGM

An update on activities will follow. Any other business was to be raised prior to the meeting and none were raised. No other issues were raised and the minutes were approved.

#### 3. Retirement of Board Members between AGMs

We have had five trustee retirements in between AGMs and this was Damian Dalton as Ireland Branch Convenor and Carolyn Strong as Wales Branch Convenor. As Iain Patton left as CEO in June he also resigned from the Board. 2 further trustees – Lindsey Johnson and Luke Rake resigned early this year due to changes in personal circumstances.

We recognise this is a higher turnover than we're used to, but having discussed reasons for resignation with these trustees, we're confident it's circumstantial rather than indicative of a problem with our board and the role of trustees. We're grateful to those who've served EAUC with a governance role over our lifespan.

#### 4. Retirement of Board Members who will act as Company Director and Charity Trustee

The following trustees will be retiring from the Board as of this AGM due to serving their maximum term: This is myself (Jim Longhurst), John French and David Duncan.

The Board would like to extend thanks to the time, commitment and passion from the trustees retiring in this period.

## **5. Appointment of Board Members who will act as Company Director and Charity Trustee**

We appointed three trustees in between AGMs – this was Neil Glasser as Wales Branch Convenor and Sara Lynch as Scotland Branch Convenor. As Branch Convenor these are appointed by the Branch members and are automatically appointed as Trustees and Directors. And we welcome Charlotte as our new CEO and as per our constitution the CEO is automatically appointed as a Trustee and Director.

## **6. Appointment of auditors**

We have appointed JW Hinks as our auditors for this year. To ensure we continue to receive value for money for this service we assess the market regularly.

JL handed over to CB to present the annual trustee report.

## **7. Review of the Year – 2022 Annual Trustee Report and Accounts**

CB presented the highlights of activities throughout the year in our Annual Trustee Report:

Arguably 2022 was the first year since the pandemic we were able to operate 'as usual' despite continuing to see changes across the sector as we better understand the long-term impacts. The dialogue surrounding the sustainability agenda is changing too. Look back great opportunity to review and celebrate how far we've come in the sector, whilst also using these insights to inform what's to come.

### **Our Members**

Our members are the reason why we exist. We are proud to represent and support 261 universities and colleges across the UK and Ireland. We believe in partnership and collaboration both here in the UK and Ireland and internationally to make our members voice a powerful one through our links with our 196 strategic partners and 11 company members. Overall our retention rates remain high at 95% for educational membership and we are pleased to welcome 33 new members within the year. We will continue to maintain an excellent value for money offer for our members.

### **Our Strategy**

In 2017 we launched our strategy to support the challenges our members are facing today. This strategy is taking us through the steps to ensure we will transition to and remain a future-focused organisation. We created 6 goals under the strategy and I will highlight the activities we have delivered through each goal. We are working on developing our next strategy and we will be involving members and stakeholders throughout this process.

### **Goal 1: Strategic Alignment**

We were delighted to be part of the Queen's Platinum Jubilee Challenge with the Department for Education in developing the Standardised Carbon Emission Framework. Working with a working group made of our members ensured that we delivered a Framework that was fit for the sector as well as closely working with key strategic partners to help the adoption of the Framework far and wide across the sector.

We also launched the Universities and Colleges Land for Carbon project which is funded by the Environment Agency's Natural Environment Investment Readiness Fund. This project is utilising institutions' land to create Woodland Carbon Credits. Involving both staff and students we are maximising the learning potential and utilising academic and scientific expertise to help benefit the sector. We are working closely with our pilot institutions and we will share findings from this project with the sector.

### **Goal 2: Advocacy**

Representing our members continued to strengthen during the year, especially with the Department for Education on supporting their creation and implementation of their sustainability and climate change strategy. We also responded to a variety of consultations with ONS, BEIS, Defra and Advance HE and their professional standards framework review.

### **Goal 3: Knowledge Exchange**

The UK & Ireland Green Gown Awards and the International Green Gown Awards continued to showcase what actions universities and colleges are taking.

We were delighted to finally meet in person again at our 2022 Annual Conference at the University of Loughborough with over 200 delegates.

We started our Carbon Literacy training offer back in 2021 and this has gone from strength to strength with 11 fully booked training courses and 2 bespoke sessions in 2022. Training over 250 learners in over 80 institutions. We are proud that we are a platinum carbon literate organisation with all of our staff trained as well as have 6 team members trained to deliver the training.

### **Goal 4: Maximised Resources**

The Carbon Coalition – an offsetting initiative for the education sector – has now developed a procurement framework following the successful pilot. This is in partnership with the London Universities Purchasing Consortia and the Energy Consortia on behalf of all UK Purchasing Consortia. We will be launching this in a few weeks' time for institutions to meet any offsetting requirements.

In 2022 we launched a new partnership with SUMS Consulting to deliver a sustainability consultancy service for the sector. We are delighted that we have 11 of our Fellows as our initial cohort of Associate Consultants. We are pleased to offer the sector excellent quality as well as an affordable service. It really is a great example of using the expertise we have in the sector, for the sector.

Also, in 2022 we re-launched the Sustainability Leadership Scorecard, in partnership with AUDE. The portal is easy to use and collaborate with colleagues to develop their self-assessment and develop an action plan. The SDG Mapping is also a critical aspect which is accepted as evidence for Goal 17 for the Times Higher Impact Rankings. We will be resuming our annual reporting in 2023 and institutions have until the end of July to update their scores. We look forward to presenting the annual report in the Autumn.

### **Goal 5: Stronger Community**

We held 44 regional, branch and community of practice meetings throughout the year with over 575 attendees. We set up two new networks for members on Sustainability Communications and Climate

Risk ensuring our groups reflect growing areas for our members to focus on. Thank you to all our members that contribute and all of our convenors. The networking opportunities we provide continue to be highly valued by our members.

### **Goal 6: Expanded Horizons**

We are proud to continue presenting our SDG Accord annual report to the UN High Level Political Forum on Sustainable Development. With 102 signatories contributing to the report we provide an in-depth review of the SDGs whilst raising the profile of the education sector in this global space as well as sharing case studies to help the sector to improve in embedding the SDGs across their operations, teaching and learning

We continue to welcome new signatories to the Race to Zero for Universities and Colleges. We have over 1150 signatories representing nearly 11 million students. We continue supporting the sector with case studies from signatories to provide further support for members to reach their net-zero targets. We look forward to celebrating the strong voice of the education sector at COP28 and beyond. If you have not yet signed then sign today.

In partnership with YEA!, UN Environment Programme and Tongji University we delivered a global summit in July 2022. This brought together nearly 900 delegates from across the world and inspired and shared best practice from our signatories and our International Green Gown Awards finalists and winners.

### **Scotland Programme**

Our Scottish Funding Council funded programme started in April 2020 and completed in March 2023 and we are delighted to receive a further year of funding until 2024. Highlights to date include supporting the public bodies reporting, launching a business travel guide and we delighted to announce that our innovative partnership with Border College, Forth Valley College and West Lothian College shared-services framework will continue for a further 18 months to increase their sustainability staffing capacity. You can find out more about all of the activity we do in Scotland in the Annual Report and on our website.

### **Carbon Report**

For the first time we have included our supply chain emission using the HESCET tool (which is also now available for our FE members to use). This means that our carbon footprint has increased by 2414% is now 88 tonnes for the 2022 period, with our supply chain accounting for 88% of total footprint. We also include our home-working estimates, water estimates and business travel. You can see our full report on our website.

### **Equity, Diversity and Inclusion**

We know that social justice is a critical part of sustainability. Charity So White has highlighted institutional racism within the charity sector, and ACEVO's Home Truth's report spotlighted the scale of the challenge. Our movement can't be successful unless we ensure we're progressing social justice in tandem with achieving environmental sustainability. We have been reflecting on what steps we need to take to see meaningful change. There needs to be a fundamental shift in the way we do things both at the EAUC and indeed across the sector we serve.

CB handed over to David Duncan, our Treasurer to present the Annual Accounts.

### **Annual Accounts**

We made an overall surplus of £210,083 which includes our project funding. We made an unrestricted surplus of £176,708 for the year which excludes our project funding. Due to the easing of covid restrictions meant that we were able to resume key income generation activities such as our annual conference and the Green Gown Awards ceremony. For example, in 2021 we only generated £3,238 for the annual conference due to being virtual but with the return to in-person events we generated £91,359 in 2022.

With the continuing funding from the Scottish Funding Council and the new funding from the Environment Agency and the Department for Education this resulted in an increase of 144% to our restricted income.

In addition to the increase in both our restricted and unrestricted income we also made significant saving in staff costs due to the former CEO reducing the number of days worked and leaving in June 2022 and Charlotte, as our new CEO, starting in February 2023. Whilst Fiona stepped up as interim CEO during the period a saving was made on wages which resulted in an overall 13% decrease in our unrestricted expenditure.

A breakdown of our income sources show that 28% of our income comes from membership fees – both educational and company Members. 15% comes from products and services such as the Green Gown Awards. With 43% coming from restricted funds. With 11% from the annual conference and 3% of income came from training and events.

After some challenging financial years due to the pandemic we were able to generate a healthy surplus in 2022. Much of this will be reinvested into our reserves that were so critical to our survival during the pandemic. We be using our reserves to invest in increasing our staffing capacity to deliver key new income generation activities such as the Carbon Coalition and the EAUC and SUMS sustainability consultancy partnership. With our membership retention remaining strong at 95% and we have already welcome 9 new members in 2023 – we are reliant upon our members to continue supporting our work and we remain dedicated in supporting our members in 2023 and beyond.

DD passed back to our new Chair, LF.

I am pleased to take up the reigns from Jim and please do join me in thanking Jim for his years of service – not only to the EAUC but to the wider sector. And a big thank you David as our Treasurer and John as our Deputy Chair as well. We have appointed Zoe Robinson to take up the Treasurer role from today as an interim until we can appoint a new Treasurer which we will do before September, at which point I am pleased to confirm that myself and Zoe will then take on the role of co-chairs.

### **8. Resolution Paper AGM23-01 – Election of two Board Members who will act as Company Directors and Charity Trustees**

Due to the 3 retirements from the Board and 2 resignations we have 5 vacancies. Educational Member Key Contacts – or their nominated representative – have been voting online for this resolution. The



voting is undertaken by Civica so members can be confident of the process and the voting closed on 15 June. For the first resolution we requested that 2 trustees were selected from outside of the education sector.

We received 12 applications and I am pleased to announce that Tsz Lok (Joy) Lam and Sian Thomas have been elected by members.

### **9. Resolution Paper AGM23-02 – Election of three Board Members who will act as Company Directors and Charity Trustees**

We received 11 applications and I am pleased to announce that Jennifer Boyer from TU Dublin, Ian Montgomery from Ulster University and Aida Berhamovic from the Royal College of Music have been elected by members.

Whilst the Board did recommend members to elect at least one from a further education setting so we can retain our balance of FE and HE on the Board unfortunately this has not resulted with all those elected being from higher education. However, we will ensure the FE voice remains high in the Board.

Congratulations to our new 5 trustees and I would like to thank all those who applied.

### **10. Questions**

The floor was opened for questions and comments on the Annual Report and Accounts. No questions were raised.

### **11. Any other business and close**

Laurence said he would like to take this opportunity to thank again Jim, John and David who are all retiring from the Board today after 5 years passion and support for the EAUC, many thanks.

No other business has been raised and therefore I close this AGM. I look forward to seeing many of our members and supporters at our annual conference next week.

We need to hear from you – our members – on what support, training, services you need to deliver sustainability within your institution. So, let us know – you can do that via the regional and communities of practice groups. Or you can just get in touch directly with us. LF thanked the trustees and all the staff and all our Members.

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## **3. Retirement of trustees**

In 2023, 1 of our branch trustees retired from the board. The following trustees retired from the board in between AGMs:

- Christine Calder, Scotland Branch Convenor – resigned as of 28 March 2023 (end of tenure)

The following trustee will be retiring from the board as of this AGM due to serving their maximum term:

- Eunice Simmons

The board are able to co-opt trustees outside of the AGM. Any trustee so appointed will only hold office until the following AGM at which time they will be eligible for election by the Membership. We have branch convenors in Scotland, Wales and the island of Ireland, elected by their branch members who are automatically appointed as trustees and directors. The CEO is automatically appointed as a trustee and director as per our constitution.

The following trustee was appointed in between AGMs:

- Billy Currie, Scotland Branch Convenor – appointed 28 March 2024

The board and EAUC staff team would like to extend thanks to the retiring trustee for their time, commitment and guidance during their tenure.

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## 4. Appointment of auditors

The board have appointed [JW Hinks](#) as the auditors for the organisation.

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## 6. Resolution - Paper AGM24-01 – Result of the election of one Board Member who will act as Company Director and Charity Trustee

**Please refer to the document – AGM 2024 Resolution 24.01 for full details and candidate statements.**

Educational members have voted online and the results will be announced at the AGM.

### Resolution AGM24-01

To elect **Beatrice Anomah** as Trustee/Director

To elect **Param Barodia** as Trustee/Director

### Your Instruction

for/against

for/against

To elect <b><u>Jon Buglass</u></b> as Trustee/Director	for/against
To elect <b><u>Liam Carr</u></b> as Trustee/Director	for/against
To elect <b><u>Jordan James</u></b> as Trustee/Director	for/against
To elect <b><u>Dzhordzhio Naldzhiev</u></b> as Trustee/Director	for/against
To elect <b><u>Alex Preugshat</u></b> as Trustee/Director	for/against
To elect <b><u>Michelle Russell</u></b> as Trustee/Director	for/against

NB: As this is a resolution a simple majority including any proxy votes is required.

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## Appointing a new trustee: background information

### How are trustees elected?

In April 2024 we asked for applications from across EAUC's membership and we advertised the positions on websites such as LinkedIn, Environment Job, Charity Job, Women on Boards, Trustees Unlimited, Reach Volunteering, Queer Trustees, Action for Trustee Racial Diversity, Young Trustees Movement, Black Leadership Job Board, FE Careers and Vinspired.

All applications received were screened to ensure nominees were eligible to apply – eligibility criteria is set by the [Charity Commission](#) as well as our [Articles of Association](#). We received 22 eligible nominations in total. The board then shortlisted this to 8 candidates to put forward for vote, based on the requirements identified and communicated in the advertisements about the position.

**All educational members of EAUC are entitled to one vote.** We have asked all key contacts from our educational members to inform us if they wish to change the nominated person who will vote on their institution's behalf. If we have not been notified of any changes, it's the key contact who casts their organisation's vote.

Voting takes place electronically prior to the AGM electronically to ensure as many members have the opportunity to vote as possible. The voting process, is administered on our behalf by [Civica](#) to provide members with confidence that the voting is done securely and independently. The nominated person from each educational member will be sent secure voting details via email with instructions on how to vote directly from Civica on **19 June**. Voting will close on **10 July**. No voting will take place at the AGM itself.

### How are you enhancing the diversity of your board?

We know that **social justice is a critical part of sustainability**. Charity So White has highlighted institutional racism within the charity sector, and ACEVO's Home Truth's report spotlighted the scale of the challenge. We have been reflecting on what steps we need to take to see meaningful change. There needs to be a fundamental shift in the way we do things both at the EAUC and across the sector we serve.

Whilst there may not be an end to this work, we are committed to a programme of activity focused on both enhancing our own performance as an organisation and identifying opportunities to support the tertiary

education's own EDI work. We have an EDI working group made up of both trustees and staff members to provide support and advice to ensure that we have a strategic approach to building a more equitable and diverse culture. You can find out more about our EDI work and progress on [our website](#).

Part of this work is encouraging and enabling greater diversity across our trustees, staff and partners. We redesigned our trustee information pack and nomination form this year to enhance accessibility and enhance diversity. We also advertised the posts far more widely than we have done historically, with the aim of reaching a wider audience. We are pleased that we have substantially increased the diversity of applications across the 3 key areas we identified as: sector, ethnicity and age.

Ultimately it is the EAUC's membership which votes on the proposed trustees rather than them being appointed through an application and interview. **Therefore we call on those voting to take our diversity needs into account when casting their vote.**

### **Will members see all the applications before the AGM?**

Yes, they are included in the information sent alongside voting instructions. Members will see the shortlisted applications. All have been verified as eligible.

### **Who currently sits on the board?**

You can view the current board on [our website](#). We're proud to have an experienced and stable board and are grateful for the contribution they make to our organisation. We currently have eight elected trustees, plus three country branch conveners and the CEO. [Our constitution](#) states our board should be made up of a maximum of nine elected trustees.

### **What is EAUC looking for from its new trustee?**

All of our trustees are passionate about tertiary education and sustainability. They have the background, expertise and skills to help us deliver our strategy. The current board have identified the skills and experiences we are looking for from our new trustee to complement those of our existing trustees. **Please take these needs into consideration when you're choosing who to vote for.**

Specifically, we are seeking candidates that will be motivated and dynamic individuals who:

- have perspectives **from the further education sector**
- have protected characteristics to **improve the ethnic diversity** of the board
- are **early career**.

We also want to **increase the diversity** of the board to better reflect the tertiary education sector's demographics. We're not necessarily looking for a candidate who can do all of the above.

### **How does the board decide what skills are required?**

The People and Performance sub-committee review the existing skills across the board, taking into account those skills and experiences of those that are leaving and any gaps that need to be filled ensure the continued good governance of the organisation. The People and Performance sub-committee then put forward their recommendations to the board who approve the skills to recruit. The People and Performance sub-committee then shortlist the applications based on these requirements with the shortlist going forward for election.

### **How long will the trustees be in post?**

Trustees can stay in their role until the end of the fifth AGM after the AGM at which they are appointed – this is written in our constitution. A retiring elected Trustee will not be eligible for re-appointment until the AGM after the AGM at which their term of office ends.

If a trustee leaves their organisation they may have to vacate their position depending on whether their move presents a conflict of interests.

The board also has the power to appoint trustees in between AGMs if required (for example following the resignation of an existing trustee). Any trustees that are appointed in this way are only appointed until the AGM following their co-option at which point they're invited to stand for election.

### **What is required from a trustee?**

The work of our trustees is critical to the success of the EAUC. As a charity, our board is in place to provide strategic oversight and aid in improving reach, quality and impact. It's the highest decision-making board in the organisation and ultimately responsible for ensuring we remain financially healthy, perform well against our charitable objectives and comply with the law in everything we do.

In addition to the statutory duties our trustees fulfill (see appendix), each trustee uses their own specific skills, knowledge or experience to help the board reach sound decisions. This may involve:

- Scrutinising board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the trustee has special expertise

Board members act as ambassadors for the EAUC are therefore asked to represent the charity as required. They attend board meetings and each board member is also expected to sit on one of our three sub-committees – Audit, People and Performance and Income Generation and Organisational Development.

The shared attributes we look for across our board are included in the appendix.

### **Why are board members both a trustee and a director?**

We are registered as a charity and all trustees are registered with the Charity Commission. We are also a registered company and all Trustees are registered as Directors of the company with Companies House.

### **Where can I find further information?**

If you would like more information or have any questions, please email Fiona Goodwin, Deputy CEO and Company Secretary at [fgoodwin@eauc.org.uk](mailto:fgoodwin@eauc.org.uk).

- You can view our constitution and annual reports at [www.eauc.org.uk/eauc\\_governance](http://www.eauc.org.uk/eauc_governance).
- You can learn more about the EAUC at [www.eauc.org.uk/about\\_us](http://www.eauc.org.uk/about_us).
- You can learn more about the role of a trustee using the [Charity Commission's website](#).

## Appendix 1

### The statutory duties of our trustees are to:

- ensure that the EAUC complies with its governing document (our [articles of association](#)), charity law, company law and any other relevant legislation or regulations
- ensure that the EAUC pursues its objectives as defined in its governing document and through its strategic plan
- ensure the EAUC uses its resources exclusively in pursuance of its objectives: the charity must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities are
- contribute actively to give firm strategic direction to the EAUC, setting overall policy, defining goals and setting targets and evaluating performance against them
- safeguard the good name and values of the EAUC
- ensure the effective and efficient administration of the EAUC
- ensure the financial stability of the EAUC
- protect and manage the assets of the charity and to ensure the proper investment of the charity's funds
- appoint the Chief Executive Officer and monitor their performance
- ensure a mechanism is in place to review and assess the effectiveness of the EAUC's governance.

### Shared attributes across our board include:

#### Essentials

- Commitment to the EAUC and its mission, vision and values
- Understanding of the legal duties, responsibilities and liabilities of trusteeship
- Willingness to put time and effort into the trustee role
- An understanding of, and commitment to, Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

#### Personal qualities

- Sound independent judgement
- Impartiality, fairness and confidentiality
- Willingness to speak one's mind
- Tact and diplomacy
- Respect for others
- Desire to learn new skills

#### Specific abilities

- Strategic vision
- Creative thinking
- Effective team member
- Excellent communication and interpersonal skills

#### Experience

- Interest in sustainability issues such as climate change, education for sustainability or social responsibility

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**END**