

University of Aberdeen University Court Skills Audit January 2026

The following provides an overview of the collective skills, experiences, competencies and attributes of the University Court, as declared by members. [In brackets] are the details for external committee members and the Governor Apprentice.

	None	Aware	Comfortable	Experienced
Governance skills and competencies				
Public Company CEO	13/22 [2/6]	8/22 [4/6]	0/22 [0/6]	3/22 [0/6]
Chair of a Board of Directors	10/22 [2/6]	5/22 [1/6]	5/22 [2/6]	2/22 [1/6]
Non-Executive Board Member	2/22 [1/6]	5/22 [1/6]	9/22 [1/6]	4/22 [3/6]
Chair of Committee	2/22 [2/6]	3/22 [0/6]	10/22 [0/6]	5/22 [4/6]
Charity Trustee	2/22 [2/6]	6/22 [0/6]	7/22 [0/6]	5/22 [4/6]
Dealing with strategic issues in a large complex organisation	1/22 [0/6]	3/22 [0/6]	3/22 [2/6]	13/22 [4/6]
Public policy/political engagement	2/22 [0/6]	10/22 [4/6]	2/22 [1/6]	6/22 [1/6]
Corporate governance, legal and regulatory compliance	2/22 [0/6]	4/22 [1/6]	6/22 [1/6]	8/22 [4/6]
Partnership working with Research Councils, charities, community, or Government organisations	5/22 [0/6]	6/22 [4/6]	6/22 [2/6]	3/22 [0/6]
Professional experience				
International and/or networks	0/22 [1/6]	1/22 [0/6]	6/22 [4/6]	13/22 [1/6]
Fundraising	3/22 [2/6]	12/22 [3/6]	4/22 [1/6]	0/22 [1/6]
Legal	3/22 [0/6]	10/22 [4/6]	4/22 [2/6]	3/22 [0/6]
Financial management, accountancy, audit	3/22 [0/6]	7/22 [3/6]	5/22 [1/6]	5/22 [2/6]
Risk management, mitigation, insurance	4/22 [0/6]	5/22 [1/6]	5/22 [4/6]	6/22 [1/6]
Pensions and investments	7/22 [2/6]	6/22 [2/6]	5/22 [2/6]	2/22 [0/6]
Change management	3/22 [0/6]	3/22 [1/6]	5/22 [1/6]	9/22 [4/6]
Property, construction, and estates	8/22 [2/6]	5/22 [4/6]	5/22 [0/6]	2/22 [0/6]
Health, safety, and wellbeing	2/22 [0/6]	6/22 [5/6]	9/22 [1/6]	3/22 [0/6]
Environment, sustainability, energy transition	1/22 [1/6]	7/22 [3/6]	7/22 [2/6]	5/22 [0/6]
IT, digital and cyber security	3/22 [0/6]	7/22 [5/6]	7/22 [1/6]	3/22 [0/6]
GDPR, FOI, information governance	0/22 [0/6]	14/22 [3/6]	5/22 [3/6]	1/22 [0/6]
Marketing, PR, and public affairs	4/22 [0/6]	10/22 [3/6]	4/22 [3/6]	2/22 [0/6]
HE or FE	2/22 [1/6]	8/22 [1/6]	4/22 [4/6]	6/22 [0/6]
CEO/business lead	7/22 [1/6]	6/22 [3/6]	1/22 [1/6]	6/22 [1/6]
COO/business operations	6/22 [1/6]	4/22 [2/6]	2/22 [2/6]	8/22 [1/6]
HR, ED&I, recruitment, remuneration	1/22 [0/6]	9/22 [3/6]	8/22 [1/6]	2/22 [2/6]
Commercialisation and entrepreneurship	2/22 [1/6]	9/22 [3/6]	4/22 [2/6]	5/22 [0/6]
Social Corporate Responsibility and community	3/22 [0/6]	8/22 [2/6]	7/22 [4/6]	2/22 [0/6]
Qualified accountant	N/A	N/A	N/A	3/22 [2/6]
Personal Competencies				
Executive leadership	3/22 [0/6]	4/22 [2/6]	1/22 [2/6]	12/22 [2/6]
Managing or leading growth	2/22 [0/6]	5/22 [0/6]	2/22 [5/6]	11/22 [1/6]
Business ethics	4/22 [0/6]	4/22 [1/6]	3/22 [3/6]	9/22 [2/6]
Influencing/lobbying	2/22 [0/6]	9/22 [2/6]	7/22 [4/6]	2/22 [0/6]
Public Interest Disclosures (PID)	8/22 [2/6]	7/22 [2/6]	4/22 [2/6]	1/22 [0/6]
Performance evaluation and feedback	0/22 [0/6]	3/22 [0/6]	5/22 [2/6]	12/22 [4/6]
Succession planning	0/22 [0/6]	4/22 [2/6]	8/22 [3/6]	8/22 [3/6]
Understanding of HE sector/research context	4/22 [1/6]	9/22 [4/6]	3/22 [1/6]	4/22 [0/6]
Ability to assimilate and analyse large and complex sets of information and to identify key issues	1/22 [0/6]	2/22 [0/6]	6/22 [3/6]	11/22 [3/6]
Ability to exercise sound and independent judgement	1/22 [0/6]	2/22 [0/6]	3/22 [1/6]	14/22 [5/6]
Effective communication skills	0/22 [0/6]	0/22 [0/6]	5/22 [3/6]	15/22 [3/6]

	None	Aware	Comfortable	Experienced
Strategic role				
Strategic planning/project oversight	0/22 [0/6]	4/22 [0/6]	3/22 [3/6]	13/22 [3/6]
Sound strategic decision-making and accountability	0/22 [0/6]	4/22 [1/6]	3/22 [2/6]	13/22 [3/6]
Understanding of risk and control	1/22 [0/6]	3/22 [0/6]	9/22 [3/6]	7/22 [3/6]
Ability to distinguish strategic and operational issues	0/22 [0/6]	3/22 [0/6]	5/22 [2/6]	12/22 [4/6]
Understanding of HE policy environment	3/22 [1/6]	9/22 [3/6]	6/22 [2/6]	2/22 [0/6]
Ability to evaluate the performance of the University in a constructively critical manner	3/22 [0/6]	2/22 [2/6]	11/22 [4/6]	4/22 [0/6]
Conduct, dynamics, and culture (self-assessment)				
Demonstrable commitment to the highest standards of governance and integrity	0/22 [0/6]	1/22 [0/6]	4/22 [3/6]	15/22 [3/6]
Ability to build and sustain positive working relationships	0/22 [0/6]	0/22 [0/6]	5/22 [1/6]	15/22 [5/6]
Ability to challenge rigorously and decide dispassionately	0/22 [0/6]	1/22 [0/6]	4/22 [2/6]	15/22 [4/6]
Ability to question intelligently and with relevance and debate constructively	0/22 [0/6]	0/22 [0/6]	5/22 [2/6]	15/22 [4/6]
Active listening skills	0/22 [0/6]	0/22 [0/6]	6/22 [2/6]	14/22 [4/6]
Prioritisation skills	0/22 [0/6]	0/22 [0/6]	7/22 [2/6]	13/22 [4/6]
Ownership of decisions	0/22 [0/6]	0/22 [0/6]	6/22 [2/6]	14/22 [4/6]
Personal and collective responsibility	0/22 [0/6]	1/22 [0/6]	6/22 [1/6]	13/22 [5/6]
Calm under pressure	0/22 [0/6]	1/22 [0/6]	8/22 [3/6]	11/22 [3/6]
Constructive and supportive feedback	0/22 [0/6]	0/22 [0/6]	6/22 [1/6]	14/22 [5/6]
Networking skills	0/22 [0/6]	1/22 [0/6]	7/22 [4/6]	12/22 [2/6]
Commitment to furthering the values of HE and the mission of the University in particular	0/22 [0/6]	4/22 [1/6]	11/22 [4/6]	5/22 [1/6]