



COLLEGE OF REHABILITATION SCIENCES

LEADERSHIP TEAM Terms of Reference

1. PURPOSE AND MANDATE

Purpose/Mandate: The Leadership Team (“**Team**”) of the College of Rehabilitation Sciences is established to provide leadership in the provision of high-quality student centred education, delivered by expert faculty in a caring and supportive learning environment, and the engagement in research and scholarship within the College of Rehabilitation Sciences. In particular:

- a. **Lead in Education:** The Team will provide innovative leadership in the management of the College of Rehabilitation Sciences and provision of quality student-centered education;
- b. **Facilitate Strategic Planning:** The Team will facilitate achievement of the College of Rehabilitation Sciences strategic plan;
- c. **Support Research and Scholarship:** The Team will facilitate and support research and scholarship among faculty, staff, and students;
- d. **Communicate:** The Team will facilitate effective communication and information sharing with directors, coordinators, faculty, staff, students, stakeholders and the public;
- e. **Financially Manage:** The Team will provide leadership in the sound financial management of the College of Rehabilitation Sciences;
- f. **Receive Reports:** The Team will receive regular status reports from any subcommittees or working groups;
- g. **Review and Recommend:** The Team will review, provide feedback and/or recommend on items needing other level(s) of approval (College Executive Council/College Council, Faculty Executive Council/Faculty Council, Faculty of Graduate Studies, Provost, Senate, Board of Governors).

(its “**Mandate**”).

2. REPORTING AND ACCOUNTABILITY

- 2.1. **Accountability:** The Team is an administrative team of the Dean of the College, and is therefore advisory to and accountable to the Dean of the College.

3. CHAIRPERSON AND TEAM MEMBERSHIP



- 3.1. **Chair:** The Team Chair (i.e., the “**Chair**”) shall be the Dean. The Chair is responsible for the following at Team meetings:
- (a) Calling the meeting to order;
 - (b) Establishing an agenda and ensuring agenda items are addressed;
 - (c) Ensuring the minutes from prior meeting(s) are reviewed and approved by the Team (with or without modification);
 - (d) Facilitating discussion to reach consensus on matters under consideration in a professional manner;
 - (e) Adjourning meetings after business is concluded; and
 - (f) Acting as the main representative of the Team.
- 3.2. **Membership:** The Team membership shall then consist of the following members, including the Chair:
- (a) The Dean, College of Rehabilitation Sciences;
 - (b) The Associate Dean, Research & Graduate Programs, College of Rehabilitation Sciences;
 - (c) All Department Heads, College of Rehabilitation Sciences;
 - (d) The Officer Manager, College of Rehabilitation Sciences;
 - (e) The Executive Assistant to the Dean (Recorder).
- 3.3. **Equitable, Inclusive and Diverse Membership:** The College of Rehabilitation Sciences strives to achieve equitable, inclusive and diverse membership on its committees that is reflective of its commitment to equity, diversity and inclusion and this should be considered in the appointment of Team members.
- 3.4. **Liaisons:** Team members shall serve as liaison persons with others in the areas from which they are appointed.
- 3.5. **Best Interests:** Team members shall deal with matters before the Team in such a way that the best interests of the College of Rehabilitation Sciences take precedence over the interests of any of its constituent parts, should those interests conflict or appear to conflict.
- 3.6. **Consultation:** In carrying out its role, the Team may call upon various resources as it deems required.



4. TERM OF OFFICE

The term of office of each Team member shall be until the first of the following occurs:

- (a) the individual no longer holds the position noted in 3.2;
- (b) the term of the appointment ends;
- (c) the appointment is rescinded by the appointer; or
- (d) the individual resigns from the Team.

5. FUNCTIONS AND ACTIVITIES OF TEAM

5.1. As part of its Mandate, the Team will engage in the following activities:

- (a) Develop, implement and evaluate the strategic directions for the College of Rehabilitation Sciences;
- (b) Support the development and implementation of the strategic plan for the advancement of scholarship and research;
- (c) Develop, implement, and evaluate best practices in relation to quality student-centered education;
- (d) Develop and implement strategies to promote effective and timely communication of relevant matters to faculty, staff, students, stakeholders and the public;
- (e) Identify and implement innovative strategies to address emerging issues relating to the delivery of high quality education;
- (f) Promote and facilitate the active engagement of faculty, staff, and students.

6. MEETINGS

- 6.1. **Number of Meetings:** The Team shall meet bi-weekly or subject to the call of the Chair.
- 6.2. **Notice of Meetings:** Notice of a Team meeting should be provided to Team members, at least five (5) business days advance of the meeting, unless waived by the Team members at the meeting.
- 6.3. **Agenda:** Agenda items should be sent to the Team administrative support at least 48 hours in advance of the meeting. The agenda should be prepared and distributed to the members of the Team prior to the meeting.
- 6.4. **Quorum:** A majority of the Team membership must be present at a meeting in order to constitute a quorum.
- 6.5. **Decision-Making:** The preferred model for decision-making is consensus. If consensus cannot be reached, a vote shall be held. The Chair will not vote unless to break a tie.
- 6.6. **Team Meeting Guests:** All Team meetings will be limited to members only unless the Chair otherwise grants approval for certain individuals to attend all or a portion of the meeting.



- 6.7. **Telephone Meetings and Email Discussion:** The Chair may consult with Team members by email or arrange telephone meetings, instead of in-person meetings, as the circumstances may require.
- 6.8. **Confidentiality:** All Team members, resource persons, consultants, guests, and administrative support persons who may be in attendance at a Team meeting or privy to Team information, are required to protect and keep confidential any protected information (e.g., classified or privileged information) received through participation on the Team, unless such information is otherwise approved for public information.
- 6.9. **Minutes & Confidentiality:** Minutes are to be taken of business occurring during Team meetings. However, the Team may move “in camera” to deal with certain items if the subject matter being considered relates to personal and confidential matters that are exempt from disclosure under applicable access and privacy legislation. Once approved by the Team, meeting minutes shall be publicly available, in accordance with applicable legislation.

7. TEAM ADMINISTRATIVE SUPPORT

The Team shall receive administrative support from the College of Rehabilitation Sciences. The administrative support shall be provided through an individual whose duties shall include:

- (a) Assisting the Chair with preparation of Team meeting agendas and distributing notification of meetings;
- (b) Ensuring follow-up of Team action items;
- (c) Information gathering;
- (d) Preparation and distribution of meeting material;
- (e) Minute-taking; and
- (f) Maintaining Team records.

8. AMENDMENTS TO TERMS OF REFERENCE

Amendments to these Terms of Reference may be proposed by the Team to the Dean, College of Rehabilitation Sciences, for approval.

9. DATES OF APPROVAL, REVIEW AND REVISION

- 9.1. **Date approved:** November 13, 2019 - Dean, College of Rehabilitation Sciences
- 9.2. **Review:** Formal review of these terms will be conducted every ten (10) years. In the interim these terms may be revised or rescinded if the Dean, College of Rehabilitation Sciences deems necessary.
- 9.3. **Supersedes:** N/A
- 9.4. **Team Administrative Support:** Executive Assistant to the Dean, College of Rehabilitation Sciences
- 9.5. **Effect on Previous Statements:** These terms shall supersede all previous College of Rehabilitation Sciences terms on the subject matter herein.