Terms of Reference

Healthy Campus
Steering Committee

Mandate/Purpose
Reporting to the Provost and VP Academic, the Healthy Campus Steering Committee is a standing committee responsible for the oversight and sponsorship of the development and implementation of a comprehensive, overarching, integrated Strategic Plan and approach to fostering a healthy campus for faculty, staff and students.

Scope
The scope of the Steering Committee’s mandate is encompassed under four broad activities:
- Providing unwavering support for the development and implementation of the Strategic Plan
- Communicating and acting as champions for the project amongst senior university leadership and decision-makers across the institution
- Approving and supporting the development and implementation of the project deliverables as described below
- Supporting the Working Committee in issue resolution as required

Items/issues that are excluded from the scope of the Healthy Campus Strategy initiative include:
- Recommendations that impact collective agreements,
- Recommendations emerging from the approved Healthy Campus Strategic Plan will be presented to key stakeholders but are not intended to dictate policy or procedures.

Deliverables
Due to the complexity of the project, once the deliverables are accepted by the Steering Committee, it is crucial that changes to these deliverables be avoided.

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<tr>
<th>Responsibility</th>
<th>Deliverables</th>
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| Development of a Healthy Campus Strategic Plan (Phases 1-6) | - Document service providers on campus with a mandate to provide health and wellness for students, staff, and students
- Inventory the health and wellness programs (and goals), on campus for faculty, staff, and students.
- Document health and wellness service intended recipients.
- Include a review of best practices and relevant health and wellness literature.
- Include quantitative and qualitative information available as well as the engagement process.
- Present a mechanism for evaluating proposed health and wellness initiatives.
- Provide recommendations to the project sponsorship for implementation and future steps.
- Describe methods for implementing and measuring the effectiveness of the Strategic Plan.
- Provide the Strategic Plan and 3-5 year plan, resource/budget document. |
| Ongoing Implementation of the Strategic Plan (Phases 7-8) | - Implement the Strategic Plan
- Monitor implementation and progress
- Evaluate the outcomes and efficiencies
- Provide quarterly and annual reports to the Steering Committee |
Committee Membership/Composition
The Healthy Campus Steering Committee is comprised of representatives whose faculty/portfolio has core accountabilities for faculty, staff or student health/wellness.

Vice-Provost and Associate Vice-President (Human Resource Services)
Vice-Provost & Dean of Students
Dean of Physical Education and Recreation

Internal and external subject matter experts/other resources will be invited to meetings of the Steering Committee as required to provide expertise and support (e.g. members of the Scientific Advisory Council, Uof A/other university/provincial subject matter experts).

Standing Committee Member Responsibilities
Committee members are accountable for:

- Ensuring the strategic alignment of the project to institutional priorities,
- Contributing to the best interest of the university campuses, bringing their skillset to bear on recommendations and decisions as opposed to representing a particular faculty/portfolio perspective or need,
- Maintaining two way communications between the Steering Committee and various governance committees,
- Communicating as one voice on matters pertaining to the Healthy Campus Strategic Plan.

Decision-Making
Decisions of the committee will be made by consensus and based on the fundamental criteria of:

- The best interest of the whole campus community,
- Effective use of limited resources and minimization of duplication of resources and efforts directed towards a healthy campus,
- Protecting the integrity of the scope and deliverables of the Healthy Campus Strategic Plan.

Communication

- All communication will be strategic, planned, contain clear and consistent messages across campus, and agreed to by the Steering Committee (as opposed to ad hoc/informal communication). This includes communication to members of the Working Committee as well as to faculty/department/constituents and the campus community.
- The Steering Committee will seek information and updates from the Working Committee to inform communications.

Issue Resolution and Change Requests
The following is the process for receiving and resolving escalated issues and change requests to the deliverables. Issues may be a minor item for clarification, or may impact several areas of the project. Change requests are major adjustments to the project and require Steering Committee approval.

The process for incoming requests is as follows (as illustrated on the process map on Diagram 1):

A. The issue is presented by the originator to any member of the Working Committee,
B. The issue is clarified and a resolution proposed,
C. If the issue is not resolved, the issue receiver brings the issue to the Working Committee,
D. The Working Committee will discuss the issue and present potential solutions,
E. The issue receiver discusses the proposed solutions with the issue originator,
F. If the issue remains unresolved,
G. Working Committee seeks input from expert resources,
H. Working Committee Chair discusses findings and potential solution with the issue originator,
I. If the issue remains unresolved,
J. Issue documentation is completed, and the Working Committee Chair advances the issue to the Steering Committee for consideration and resolution,
K. Steering Committee considers the issue/change request, and makes decision,
L. Working Committee Chair communicates resolution to issue originator.

(reference flow chart page 5)

Change Request:
If the incoming item is identified by the Working Committee as a change request (altering, adding, or deleting part of the deliverable), the Working Committee will make recommendation to the Steering Committee, who will, in turn, make a final decision on the request. If a change is made to the project deliverable, the change will be documented and the work of the project altered accordingly.

Meetings and Chair Responsibilities

1. Meeting Schedule:
The Steering Committee will meet quarterly (or as determined by the Steering Committee) during the development of the Strategic Plan phase and during the first year of implementation. Thereafter, the Committee will determine the frequency of meetings required and the Terms of Reference will be updated accordingly.

2. Chair:
The Steering Committee will nominate a Chair and the term of the appointment for the Steering Committee Chair will be two years, commencing 1st July.
   a. The Chair is responsible for:
      i. Coordinating the meeting
      ii. Ensuring decisions are accurately recorded
      iii. Communicating the decisions to the Chair of the Working Committee
      iv. Informing the Provost & Vice President (Academic) of the decisions of the Steering Committee and progress of the project.
   b. In accordance with the process described in Issue Resolution and Change Requests, and the items described in the statement of deliverables, the Chair will:
      i. Ensure the integrity of scope and deliverables of the project is are maintained
      ii. Communicate issue solutions with the Chair of the Working Committee

3. Administrative Support:
Administrative support to the committee will be provided by the faculty or department of the Working Committee’s Chair, and the responsibilities of this role include:
   a. Agendas: will be provided to members at least 5 working days in advance of meetings
   b. Minutes: will typically reflect decision and action items. Other items may be recorded at the decision of the Committee when required to document important information not captured in the project management
   c. Support to the Project Manager - e.g. preparation of materials/handouts
   d. Room booking and scheduling
4. Governance Structure

Terms of Reference Review
The Committee will review and update its Terms of Reference annually for the initial two years to ensure clarity of scope and other provisions as deemed required and appropriate.

* Note: Scientific Advisory Committee and Research Initiative will stand as adjuncts to this project and are therefore represented via dotted arrows.
Terms of Reference

Healthy Campus Strategy
Issue Escalation and Resolution Process
Version 2: June 6, 2015

DIAGRAM ONE

A. Issue is identified and presented
   - Resolved? No
   - A

B. Discuss issue with originator; ensure clarity
   - C. Seek resolution from within local leadership resources
     - Resolved? No
     - A
     - E. Discuss findings with originator
       - Resolved? No
       - A
       - D. Consult with local leadership resources
         - G. Provides expert advice and recommendations
           - H. Chair discusses findings with originator
             - I. Chair presents issue to Steering Committee
               - J. Issue presented to convened Steering Committee

C. Seek resolution from within local leadership resources
   - Resolved? No
   - A

D. Consult with local leadership resources
   - G. Provides expert advice and recommendations

E. Discuss findings with originator
   - Resolved? No
   - A

F. Seek input from Expert Resources
   - H. Chair discusses findings with originator

I. Chair presents issue to Steering Committee

J. Issue presented to convened Steering Committee

K. Chair informs originator of decision

END