



MANAGEMENT FORUM STEERING COMMITTEE – TERMS OF REFERENCE

This document outlines the terms of the Management Forum (“**MForum**”) Steering Committee (“**the Committee**”) at McGill University (“**the University**”). The executive sponsor of MForum is the Vice-Principal, Administration and Finance (“**VP-A&F**”).

MForum mission statement:

To provide a unique forum to successfully support the continuing development of McGill University managers in their respective roles, and to increase the impact of their positions in the University setting.

MForum objectives:

- To promote collaboration and networking between managers, and with University senior administration;
- To create an environment of knowledge-sharing between managers;
- To foster awareness with and encourage involvement of managers in the development of relevant University policies;
- To assist in the creation of new tools and resources that will support managers in their day-to-day responsibilities.

THE COMMITTEE

Composition

The Committee is comprised of 10 members elected from the University’s M staff. There is also one ex-officio member, the Immediate Past Chair. There are also two observers who are invited to attend meetings and participate in discussions: One representative of the VP A&F and one representative from Organizational Development.

Term

Members are elected to serve a two year term, normally beginning September 1st of the year they are elected. In order to maintain continuity and retain knowledge in the Committee, terms are staggered such that five members should be elected each year. In the event that a member has to leave the Committee prior to the end of their term, replacement of the departed member is at the discretion of the Committee and is based on the timing of the departure and the availability of candidates.

Any member who has served as Chair in their second year will have their term extended to a third year to allow them to serve as Immediate Past Chair.

Elections

Elections will be held every June to fill the vacant positions on the Committee. Anyone from the University’s M staff who expects to continue working at the University for the next two years may run in the election. In order to run, a nominee must fill out a nomination form, which requires a nominator and two endorsers, all of whom must be University M staff.



If more nominations are received than there are vacant positions, an election will occur shortly after the end of the nomination period. All nominees will be asked to submit a short written statement explaining their interest in being on the Committee. The election will be by way of online vote, with all M staff being eligible voters. The winners of the election will be determined by way of number of votes received.

Committee positions

Once elected to the Committee, interested members are invited to take on one of the Committee positions. Interest in a position must be communicated to the Chair by email, no later than two days prior to the next regular meeting. The positions are for a term of one year and are normally assigned at the first regular meeting of the Committee in September, with the exception of the Chair position, which is normally determined at the last regular meeting of the Committee in June from among the Committee members who are entering into their second year. Positions are normally assigned based on interest. The position of Immediate Past Chair is ex-officio.

The following is a list of the Committee positions and their associated responsibilities. The Committee has the discretion of modifying, eliminating, and creating positions, including the assigning of special projects.

- **Immediate Past Chair**
 - Welcomes the new Chair and provide them support and advice.
 - Serve as institutional memory at meetings.
 - Prepare annual report for VP A&F.

- **Chair**
 - Act as the official spokesperson for the MForum and, as such, verify the professionalism of the Committee's email or web communications.
 - Open, lead, and close each MForum event.
 - Provide support and information to new and renewed members.
 - Annually call for application to recruit new members on the Committee.
 - Officially welcome newly elected members by email.
 - Send a list of available positions to all Committee's members two weeks before the first meeting of the academic year.
 - Schedule each Committee meeting at least one month in advance.
 - Prepare and share a draft agenda with the Committee's members a week before each meeting in order for them to make any addition to and/or validate it.
 - Prepare and send meeting's supporting documents, including the final agenda, at least two days before each meeting.
 - Facilitate the meetings in accordance with the Committee's **Principles** and with the **Meetings Procedure**, among others ensuring to the best of their ability that:
 - proper verifications are done (e.g. verifying the need for adding items to *varia* and any potential conflicts of interest);
 - each discussion is respectful and runs fluidly;
 - that decisions are based on consensus (or voted for by majority if needed).
 - Advise through email once the minutes have been added to CenterStage, so that members can validate them.
 - Oversee the Committee's working groups or ongoing projects to make sure they run fluently.

- Thank exiting members and collect feedback on their experience.
- Document their work appropriately on CenterStage for succession planning.
- Submit matters to the VP A&F when appropriate.
- **Vice-Chair**
 - Provides advice to the Chair on all matters, including budget, strategy, or on any other issues that may arise during or outside of Committee meetings.
 - Validates decisions made at Committee meetings.
 - Acts as interim Chair when the latter is on vacation, or during any other absence.
 - Signs expenditures related to MForum activities.
 - Assists other MForum members, including, but not limited to, event logistics, communications, and special projects.
 - As necessary, other duties to support the Chair in their responsibilities.

Note: For years where there is co-chairing of the MForum Steering Committee, the co-chairs will cover the responsibilities of both the Chair and Vice-Chair.

- **Secretary**
 - Take the minutes of each Committee meeting.
 - Send the minutes to the Chair for them to validate.
 - Upload the minutes validated by the Chair to CenterStage.
- **Treasurer**
 - Keep the Committee's budget up to date by providing monthly reports to the Committee and uploading them to CenterStage.
 - Prepare and monitor the budget for each and every event and activity in accordance with the overall annual budget.
 - Ensure the financial health of the Committee and advise the Chair of any matter.
 - Present and explain the budget to the Committee's members twice a year: in October and closing in June.
- **Web Manager**
 - Maintain the MForum website and keep it up to date, ensuring its functionality, its accessibility, and its attractiveness to visitors.
 - Create e-forms for inviting members to events.
- **Communications Manager**
 - Elaborate key communications and messages of the Committee to the McGill community, such as event invites, website messages, and newsletter blurbs.
 - Provide advices to the Chair and the Web Manager on any other matter where communication might be an important aspect to consider in the Committee's work.
- **Event Coordinator**
 - In collaboration with the Chair, coordinate arrangements for MForum events and/or Annual Conference (e.g. booking location, ordering catering, obtaining liquor licence, obtaining quotes, staffing, renting equipment, on-site visits of venues).
 - Prepare list of attendees and name tags for all events.
 - Liaise with guest speakers and, when applicable, take care of their travel arrangements.
 - When applicable, coordinate volunteers.

All members of the Committee accept the following responsibilities:

- Read the Terms of Reference to abide by them while in mandate.
- Provide the Chair with a picture once elected for the MForum website.
- Prior to meetings, read the documents sent by the Chair.
- Attend the Committee's meetings.
- Provide support to those holding a Committee position when they are in need for help.
- Where perceived to be needed, regularly reflect and advise the Chair and Vice-Chair on the management of the Committee (e.g. on procedures, documents, etc.) in view of maintaining and improving G&A standards of the Committee.
- Contribute to the MForum Annual Report, as needed, by providing insight on factors such as the Committee's accomplishments, challenges, and/or lessons learned.
- Mentor new members to ensure the smooth running of the Committee.
- Champion the MForum within the McGill community.
- Upon conclusion of mandate, provide the Chair with retrospective comments/suggestions.
- Advise the Chair as soon as possible (ideally, two months in advance, particularly if occupying one of the six Committee's positions) of the inability to fulfill the term of their mandate for any reason. Suggestion of substitute(s) by the outgoing member (non-binding to Chair), if any, are welcomed.

Principles

- **Professionalism:** Committee members are expected to conduct themselves in a polite and courteous manner and be mindful of the fact that they are seen as representatives of McGill's Management staff and the McGill community at large.
- **Time commitment:** Each member commits to provide the time and work needed to prepare and attend the Committee's meetings. This includes reading all the required documents in advance to come informed and prepared. This also includes allocating a minimum of time and work to the Committee's ongoing and future projects, including events' planning, in order to contribute to its mandate and objectives. Moreover, Committee members are expected to actively attend and participate in all MForum events.
- **Conflict of Interest:** Each member commits to avoid putting themselves in a situation where one is having, where one could have, or where one could be perceived to have a professional or personal advantage in relation to the activities of the Committee (e.g. discovering that or suggesting that the Committee hires someone from their family to provide the catering service for an MForum event). Each member commits to timely disclose a potential conflict of interest to the Chair for them to evaluate the situation with the Committee's members at their next meeting. The members are to decide by consensus on the most ethical solution to prevent or correct the conflict of interest, if applicable.
- **Mutual Respect and Assistance:** Each member commits to assist and be respectful of other members in their interactions with them.
- **Confidentiality:** Except if the Chair sees it important to be otherwise, all the Committee's documents, including the minutes, are publicly accessible through CenterStage to the McGill community members who have access to that database.



MEETINGS

Regular Meetings

Committee Meetings are held at least once per month, on the dates and at the times and locations established by the Chair. The Committee members are informed annually via McGill email without any further notice required.

Unscheduled Meetings

a) **Meetings** - An unscheduled meeting may be called at any time by the Chair or the Vice- Chair of the Committee with notice to Committee members by email.

b) **Notices** – A notice specifying the purpose, place, date and time of each unscheduled meeting must be sent to each Committee member via McGill e-mail or any other means of telephone or electronic communication, no less than 24 hours before the time and date set for the meeting, unless the Chair or Vice-Chair deems it necessary to call a meeting on shorter notice, in which case notice will be no less than two hours.

c) **Without Notice** – Unscheduled Committee meetings may be held without notice when all Committee members are present or when the absent members provide an electronic (e-mail) waiver of notice of meeting. The presence of a member constitutes a waiver of this notice of meeting, except if this member is present to specifically oppose the review of any question, claiming that the meeting was not called in due form.

Means of Communication

Meetings of the Committee may be held by telephone or any other means that enables all participants to communicate with each other adequately and simultaneously. Persons participating in a meeting by telephone or any other means of communication are deemed to have attended the meeting.

Minutes

Recording – The minutes of each meeting of the Committee, duly approved by the members, are entered by the Secretary in a register kept specifically for that purpose.

Distribution – The minutes of each Committee meeting are submitted for information to the members for their approval and ratification.

EXECUTIVE SPONSORSHIP

Resources and Budget

The VP A&F provides an annual budget to MForum for events and activities that allow it to fulfill its mission. The Committee is responsible for the appropriate use of the funds.



Annual Report

Once a year, typically in the fall, the Immediate Past Chair of the Committee provides a written report on the Committee's work to the VP A&F. The report contains information on events and activities for MForum members, including participation levels and feedback, the use of budget and overall financial performance, and any initiatives pursued by the Committee in the past year.

REVIEW OF TERMS OF REFERENCE

The Terms of Reference are reviewed every three (3) years by the Committee, and then forwarded to the Vice-Principal of Administration and Finance for comment, to ensure alignment with University priorities. Any revisions to the Terms of Reference will be promptly communicated to the Membership.

***APPROVED BY THE MANAGEMENT FORUM STEERING COMMITTEE ON MAY 1, 2016.
LAST UPDATED ON OCTOBER 29, 2016.***