



## TRANSFORMATIONAL RESTRUCTURING TASK FORCES INDEPENDENT CONSULTATION COMMITTEE

### TERMS OF REFERENCE

#### 1. Preamble

With at least a \$20M cut to the provincial operating grant over a period of four fiscal years, 2019/20 – 2022/23, the University must find ways to fulfill its mission at significantly reduced costs of programme delivery and/or through the creation of new/stronger revenue streams.

Transformational Task Forces have been established to provide options for consideration to deal with the significant financial challenges facing the University, including exploring operations and cost drivers and to propose effective cost containment or mitigation strategies, consideration of eliminating activities that are not institutional priorities, identifying revenue opportunities, and exploring governance models to achieve efficiencies. The Task Forces are to carry out detailed data collection and analysis, and create options for consideration by the University's Budget Advisory Committee (BAC).

#### 2. Purpose

An Independent Consultation Committee ("Committee") is established to review and comment on the preliminary summary of considerations coming out of the Transformational Restructuring Task Forces 2020-2021.

#### 3. Membership

The membership of the Independent Consultation Committee will consist of:

| <b>Independent Consultation Committee Membership</b>  | <b>Appointed by:</b>           |
|---|--------------------------------|
| Senior Administrator(s) (to whom the final report of each Task Force will be submitted) (Chair) |                                |
| Team Lead(s) of the Task Force  |                                |
| (3) Academic Staff Members  | Elected from ULFA membership   |
| (3) Alberta Union of Provincial Employees (AUPE) Members  | Elected from AUPE membership   |
| (2) Administrative Professional Officer (APO)   | Elected from APO membership    |
| (1) Exempt Support Staff (ESS)  | Elected from ESS membership    |
| (1) Senior Administrator  | Statutory Deans' Council       |
| (1) Undergraduate Student   | Students' Union                |
| (1) Graduate Student  | Graduate Students' Association |



#### **4. Objectives**

To support transparency and due process, once the detailed analysis of the issues has been completed by the Task Forces, the Team Lead(s) of the ongoing Task Forces will prepare a summary of the concepts, options or recommendations being considered to be included in a final report and present this summary to the Committee so that the Committee may provide input to inform the final report contents.

The Independent Consultation Committee's responsibility is to review and comment on the preliminary summary of considerations, and to provide a written response report to the Team Lead(s) and applicable Senior Administrator. The Team Lead(s) will share this feedback from the Committee with the membership of the applicable transformational Task Force for consideration prior to finalizing their report and recommendations. The Team Lead(s) will fairly reflect the recommendations of the Independent Consultation Committee in their final report to the applicable Senior Administrator.

There will be one Committee established to review all the preliminary considerations of the Task Forces in order to provide continuity, as well as recognize that there will likely be overlap between the Task Forces where the options presented may impact another Task Force's options.

#### **5. Timeframe**

The reports from the Task Forces are intended to inform the University's Budget Advisory Committee for budget decisions for fiscal 2021-22 and 2022-23.

The meetings of the Committee will take place in December 2020 and January 2021. There will be approximately 20 Task Forces which will report their summary findings (some Task Forces will require longer time frames to complete their analysis) and it is anticipated that each consultation meeting will be one to three hours long. The summary findings presented to the Committee for discussion are not anticipated to be lengthy documents.

#### **6. Meetings**

All Committee meetings are confidential and any discussions are not to be shared outside of the Committee membership and the Committee members will be required to sign a confidentiality agreement.

#### **7. Report**

The Committee will be responsible in submitting a written response to the Task Force's Team Lead(s) and the applicable senior administrator. The report from the Committee will be submitted by the applicable senior administrator along with the Task Force's final report, and their own options/recommendations to the BAC. The BAC will make their recommendations to the President's Executive Council, with the President having the final approval on any budget decisions, prior to presentation to General Faculties Council, and then the University's Board of Governors who is the ultimate approver of the University's budget.

Prior to the implementation of recommendations of the Task Forces, the appropriate governance processes will be followed as per the University's applicable bylaws and governance documents.