



Committee Chair Orientation

Information about the renewed committee structure for chairs

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1 Introduction

One of the objectives of the Faculty of Medicine’s strategic plan, *Building the Future* (<http://stratplan.med.ubc.ca/>), is to clarify governance accountabilities and simplify processes to enable effective and clear decision making pathways and operational efficiency. To advance this, we developed a renewed committee governance structure that was approved by Faculty Executive in September, Full Faculty in November, and UBC Senate in December, 2017.

We took a consultative approach to design the renewed structure, which involved engagements with stakeholders from across the Faculty of Medicine. We transitioned to the renewed structure in early 2018, and will continue to sustain it through communications and ongoing improvement.

This document provides information about the renewed structure that is intended to support current and incoming committee chairs and the staff who support committees.

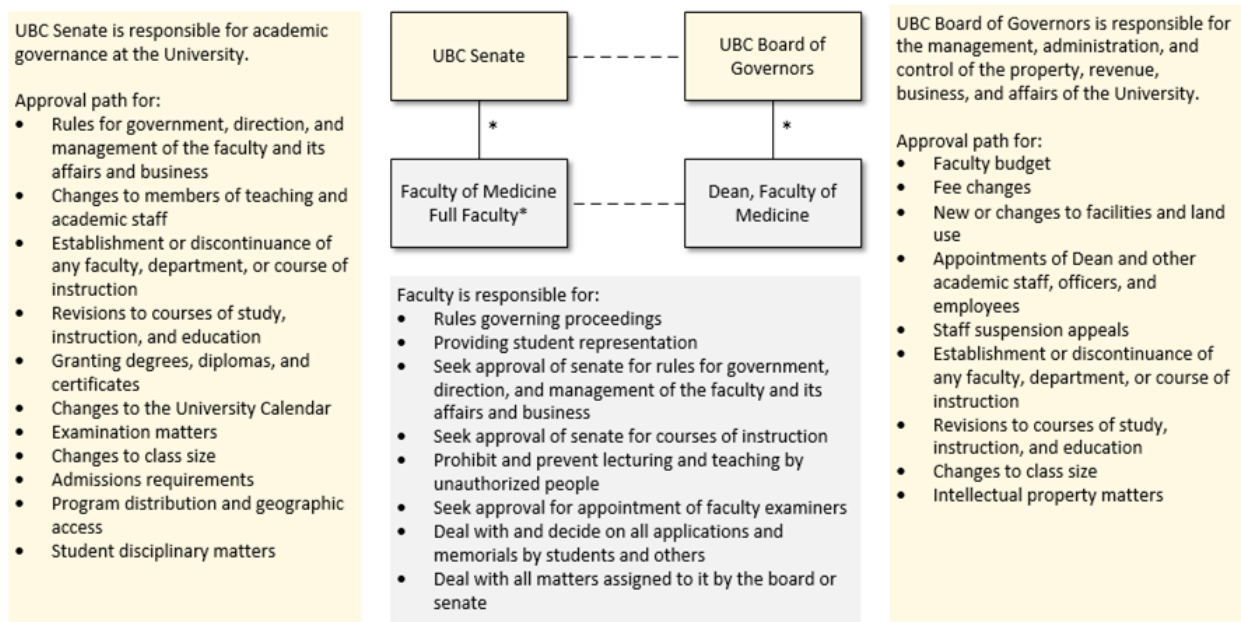
2 Renewed Structure

2.1 University Context

The Office of the University Council website includes a link to the consolidation of the University Act as well as a summary of the Powers of UBC’s Board of Governors, Senates, and Council under the University Act: https://universitycounsel.ubc.ca/univ_act/

The following figure summarizes the relationship between the Faculty of Medicine’s governance structure and the University’s.

University Connection to Faculty Governance Structure



* In some cases, escalation may stop at the President and/or the Provost, particularly when it relates to individuals rather than systems

2.1 Faculty of Medicine Governance Committee Structure

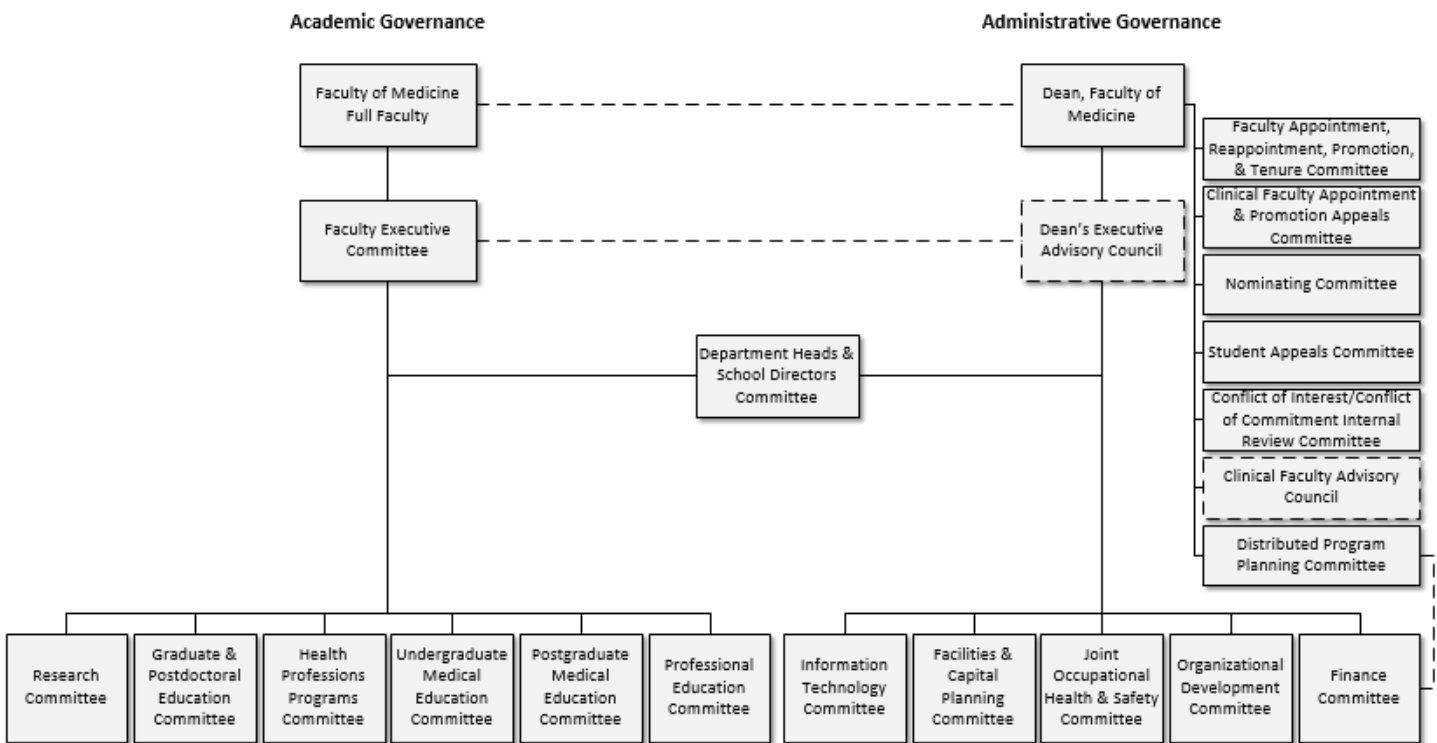
The following figure shows the Faculty of Medicine’s renewed governance committee structure. For the latest information about the structure and the most up-to-date terms of reference for each committee, please see the MedNet Committees website:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/default.aspx>

For a summary explanation of the renewed structure, please see the video:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/Faculty-of-Medicine-Committee-Structure%20Video.aspx>

Faculty of Medicine Governance Structure | Updated: December 15, 2017



3 Terminology

We developed the following definitions for our purposes through discussion and review of several sources including the Merriam-Webster and Oxford online dictionaries.

Term	Recommended definition
Committee*	Standing, formal assembly of Faculty of Medicine members (faculty, staff, and/or students) that is accountable and/or responsible for deciding on or recommending courses of action for a specific subject.
Subcommittee	Standing, formal assembly of Faculty of Medicine members (faculty, staff, and/or students) that is delegated a defined area of responsibility by a committee, and reports to that committee.
Advisory Council	Formal assembly of selected stakeholders that provides input, advice, and expertise to another committee or individual for consideration.
Advisory Group	Ad hoc, temporary assembly of members that provides input, advice, and expertise to another committee or individual for its consideration.
Working Group	Ad hoc, temporary assembly of members that is assigned to complete a specific scope of work and report back to a committee or individual.
Accountable	Holds ultimate authority for the results of work; may also be responsible for doing the work or may delegate responsibility.
Responsible	Assigned to do the work or ensure it gets done, but not necessarily accountable for the end result or major decisions.
Decide/Approve	Make the final decision on something; approve (or not) a recommendation.
Recommend	Review all available information, evidence, and considerations, and put forward a concrete solution with supporting evidence/analysis to a committee or individual for decision/approval.
Endorse	Consider a recommendation and the associated case, and support (or not) the recommendation. Endorsement is not required for a recommendation to be approved, but it can help strengthen the recommendation in the eyes of the approval body.
Advise	Consider information and/or recommendations on behalf of a committee or individual, and support (or not) that committee's or individual's decision by providing relevant input and expertise.
Report to	Subordinate to a committee or individual, delegated a scope of work or area of operational responsibility, seek approval for decisions according to the terms of the delegation.
Report at	Provides a periodic summary report of activities to a committee or individual for information.
Consult	Obtain feedback on analysis, alternatives, and/or decisions; consider the feedback, but not necessarily incorporate it all.

**In this document, the term committee is sometimes used as a catch-all term referring to all committees, subcommittees, and advisory councils.*

4 Roles and Responsibilities

4.1 Criteria for Standing Committees

Follow this link for the most up-to-date information on criteria for standing committees:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/default.aspx#criteria>

Faculty of Medicine Standing Committees are:

- Focused on supporting the mission and strategic direction of the Faculty of Medicine;
- Responsible for a cross-departmental mandate;
- Accountable to the Faculty Executive Committee, Full Faculty, or to the Dean, Executive Vice Dean, or Executive Associate Dean;
- Intended to have a life of a minimum of five years (not temporary taskforce or ad hoc group);
- Made up of members who are elected, appointed, and/or ex officio; and
- Approved by the Faculty Executive Committee, Full Faculty, or the Dean, and seek approval for significant changes or dissolution.

4.2 Responsibilities for Standing Committees

Follow this link for the most up-to-date information on responsibilities for standing committees:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/default.aspx#responsibilities>

Faculty of Medicine Standing Committees must:

- Advance the Faculty of Medicine's mission and strategic direction;
- Act in accordance with their terms of reference;
- Review their terms of reference periodically (e.g., annually) and recommend any proposed changes to the committee or individual to whom they report (i.e., Faculty Executive Committee, Full Faculty, or the Dean);
- Submit and present a regular (typically annual) written report to the entity to whom they report;
- Participate in a review every five years by an ad hoc working group appointed by the Dean to ensure that they are current and relevant to the functioning of the Faculty;
- Follow the Faculty of Medicine's records retention procedures; and
- Adhere to the Faculty of Medicine procedure for clinical faculty payment for participation on standing committees.

4.3 Role of Chair

Follow this link for the most up-to-date information on the role of chair:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/default.aspx#chair>

In general, the role of chair is to:

- Enforce and act in accordance with the committee's terms of reference;
- Determine if quorum is present, if required, and open the meeting;
- Prepare and announce the agenda, including indicating whether each item is for discussion, decision, or information;
- Maintain an orderly discussion by inviting members to speak as appropriate;
- Communicate expectations of members;
- Adjourn the meeting when all business has been handled or when the scheduled end time is reached;
- Ensure that minutes are captured and circulated, and that members have an opportunity to request revisions;
- Follow up on action items to ensure that they have been completed and that the outcome is communicated to members, as needed;
- Ensure that actions, recommendations, and decisions of the committee are properly communicated to appropriate audiences, as needed; and
- Provide guidance and orientation to new committee members on their role.

Further, in most cases, the chair facilitates the role of the committee by guiding the conversation towards a group decision, drawing out different perspectives, and articulating conclusions by tying discussion threads together. Decisions are usually made by consensus; where consensus does not emerge, the group should still unite behind the outcome of the decision process.

In some cases, such as very formal committees like Full Faculty, the chair maintains order, enforces process, and ensures the committee completes its business appropriately, while remaining impartial to the outcome of decisions.

In the context of some Advisory Councils where the person to whom the council provides advice is also the chair, the chair seeks advice, input, and expertise from the group and considers it when making the decision.

To effectively implement the standardized chair roles, we must also ensure that all current and new chairs are introduced and oriented to their role.

4.4 Role of Member

Follow this link for the most up-to-date information on the role of committee members:

<https://mednet.med.ubc.ca/AboutUs/AdminAndGoverningBodies/Committees/Pages/default.aspx#member>

For all committees, members are expected to commit to:

- Uphold the principles that underpin the Faculty of Medicine’s strategic plan: Excellence, Engagement, Equity, and Effectiveness;
- Act in the best interest of the committee and the Faculty of Medicine;
- Become familiar with the committee’s terms of reference and act in accordance with them;
- Attend scheduled committee meetings and arrive as prepared as possible (e.g., by reviewing materials in advance);
- Participate actively in committee meetings by engaging in respectful dialogue about the issues at hand;
- Openly expressing relevant opinions and perspectives, with a focus on enabling the committee to make informed recommendations or decisions;
- Support, or at least refrain from undermining, the outcome of a committee discussion, recommendation, or decision if proper process has been followed, even if the individual member does not agree;
- Declare any potential conflicts of interest to the chair of the committee;
- Obtain the chair's approval prior to sending a delegate in place of a committee member; and
- Communicate committee discussion outcomes, as appropriate, while maintaining confidentiality, as required.

5 Templates

The following page has templates for meeting agendas, meeting minutes, annual reports, and terms of reference:

<https://mednet.med.ubc.ca/ServicesAndResources/Communications/TemplatesAndLogos/Pages/Committees.aspx>