

## Letter of Agreement: Participation in the SHIFT Steering Committee

Thank you for accepting to be a member of the SHIFT Steering Committee. This document sets out guidelines and policies relevant to your new position.

### Appointment term

The Pilot Year Steering Committee members agree to complete a one-year term from October 1st, 2019 to September 30th, 2020. At the end of this term, members may be asked to support onboarding new members and/or the adoption of a new governance structure.

### Mandate

The Steering Committee's primary function is to steward SHIFT's vision, mission, values, and ways of working, and to ensure that major programming and operational decisions uphold these values.

#### *Monitor:*

- Alignment with mission / vision / values / ways of working
- Role and positioning of the Centre in larger ecosystems
- Conflict management / resolution

#### *Approve:*

- Annual budget
- Process and criteria for project selection
- Major programming decisions
- Strategic plan
- Selected projects receiving highest level support
- Next iteration of SHIFT governance and operations model

#### *Evaluate and advise:*

- Major staffing changes
- SHIFT Director hiring and performance (with formal channel for delivering regular feedback to the Provost, the director's supervisor)

Members are expected to activate their expertise and networks in support of SHIFT's development. The structure and mandate of the Steering Committee may evolve at the end of SHIFT's first year of operations, based upon recommendations of a Working Group on Governance.

### Collaboration and decision making

Decisions of the Steering Committee will be made by consensus to the extent possible. If consensus cannot be achieved, a majority vote can be requested by the Chair. Every attempt

will be made to integrate / address the concerns raised by those who vote with the minority opinion.

In order to facilitate collaborative decision-making, Steering Committee members agree to:

- Contribute their perspectives and experiences to the committee as engaged individuals, not as representatives of the interests of any group;
- Support SHIFT in realising it's vision by sharing critical perspectives with respect;
- listening attentively to opposing views, and contributing to finding solutions that take all perspectives into account;
- Engage with the SHIFT Pilot Year as a live experiment, contributing to a culture of openness, evaluation and continuous improvement.

### **Confidentiality, accountability and transparency**

The SHIFT Centre aspires to a high level of transparency and accountability to the SHIFT community and to our partners in the community, while recognizing the importance of discretion in relation to confidential matters.

As ambassadors of the SHIFT Centre, Steering Committee members agree to balance these concerns by:

- Staying informed about regular SHIFT activities and the broader strategic directions of the Centre, being prepared to answer questions and occasionally being present at SHIFT events (according to their interests and availabilities);
- Participating fully in decision making processes, asking questions and taking responsibility for the decisions made by the committee as a whole; and
- Respecting the confidential nature of information disclosed to them about SHIFT activities, programs, personnel and finances, as well as discussions with other committee members.

### **Approach to conflicts of interest**

Aligned with Concordia's [Code Of Ethics And Safe Disclosure Policy](#), all Steering Committee members agree to conduct themselves in an ethical and professional manner and make decisions in the best interests of the SHIFT Centre for Social Transformation. They agree to immediately disclose to the Committee Chair any conflicts of interest or perceived conflicts of interest, and recuse themselves from any discussion or decision where their personal interest, whether direct or indirect, is sufficient to put into question the independence, impartiality and objectivity of their contributions. When in doubt about a particular situation, Steering Committee members shall discuss the matter with the Committee Chair.

## **Time Commitment**

We expect that participation in the Steering Committee will involve a commitment of approximately 50 hours over the course of the term (October 1st, 2019 to September 30th, 2020).

- 10 - 12 meetings (2 hours each), during regular work hours (Monday to Friday, 9am to 5pm)
- 1 - 2 hours of preparation in between meetings
- 1 half-day retreat, to be scheduled based on members' availability
- Opportunities to take on additional commitments through sub-committees or punctual projects according to interest and expertise (optional, not required)

## **Attendance**

- Steering Committee members are expected to attend all meetings and the retreat. Every effort will be made to plan meetings aligned with members schedules, according to the availabilities submitted with their applications.
- Any member unable to attend a meeting is requested to contact the SHIFT Centre Director to find a way for their input to inform relevant decisions or conversations.
- A meeting with less than 5 voting members present will be postponed
- If a member misses a meeting without advising the Chair or the SHIFT Director, the Chair will take responsibility for following up with them. If a member misses 3 meetings over the year, the Steering Committee may replace this member by appointment to complete the mandate.

## **Compensation**

Concordia students and community partners will each receive an honorarium of \$2,500 to recognize the value of their time and contribution, and to reduce the burden of their participation. Financial contributions for community partners may be made either directly to the individual, or to their affiliated institution, depending on the circumstance.

It is expected that Concordia staff who are members of the Steering Committee are taking on this role in alignment with their other work responsibilities, and with the approval of their supervisor. They are encouraged to confer with their colleagues about taking on this additional responsibility and the impact on their existing workloads.

It is expected that faculty members will participate in the committee as part of their service commitment.

## Support

In order to support the Steering Committee members in fulfilling their mandate and obligations, the SHIFT Centre staff commits to offer the following support:

- Attend to any accessibility-related requests of Steering Committee members with respect to planning events, meetings, communications, and any other issues
- Be available to answer questions in a timely manner
- Provide meeting agendas and preparation documents well in advance, to enable members to prepare themselves for productive meetings
- Respect the time commitments that Steering Committee members have agreed to by having meetings end on time, and not creating additional obligations for members without their consent.

## Attestation

I, \_\_\_\_\_, understand and agree to the obligations and responsibilities outlined above involved in becoming a member of the Steering Committee for the SHIFT Centre for Social Transformation.

I understand and support the mission, vision and values of SHIFT as outlined in the Pilot Year Plan, and agree to act as a steward for the entire appointment term (October 1st, 2019 to September 30th, 2020).

Initials: \_\_\_\_\_

I have read the Community Consultations report and will take into consideration the contributions already made towards the SHIFT Centre's development when making decisions.

Initials: \_\_\_\_\_

I have read and understood the Letter of agreement. I agree to respect the guidelines and policies relating to the mandate; collaboration and decision-making; confidentiality, accountability and transparency; conflicts of interest; time commitment; attendance; compensation; and support.

Initials: \_\_\_\_\_

Attachments:

- Pilot year plan
- Community Consultations