COVID-19 Campus Reintegration Taskforce Terms of Reference (version 7)

1 Introduction
The Terms of Reference for the uOttawa COVID-19 Recovery Taskforce (CRTF) were developed in accordance with the University of Ottawa Policy #125 – Emergency Management and Business Continuity Program and as directed by the uOttawa Emergency Operation Centre (EOC) at its meeting of Monday, April 20, 2020 following the directive from the Crisis Management Team (CA) to create a transitional body to manage the COVID-19 pandemic by moving from an emergency situation to a new normal. A change of leadership occurred effective September 2020 and the name was changed to the COVID-19 Campus Reintegration Task Force.

2 Purpose
This document sets modalities and defines responsibilities and tasks of the CRTF.

3 CRTF Role and Responsibilities
The role of the CRTF is to ensure the development and implementation of measures and arrangements necessary for the safe resumption of all University activities and for the provision of assistance to help University community members recover their physical and emotional health. The Institutional Return to Campus Plan consists of a general framework and guidelines that achieves the stated overall objective and that is regularly updated. The framework enables each Unit to implement the resumption of activities in a coherent, coordinated, and consistent manner, allowing for some degree of flexibility that respects individual contexts and circumstances.

The CRTF provides advice and recommendations; it ensures delivery of outputs/deliverables and the achievement of outcomes. Specific responsibilities include:

- Provide a general framework and guidelines to help Units develop their plans.
- Ensure alignment with the framework and coherence, coordination, and consistency across all plans.
- Ensure that approaches requiring an institutional perspective are developed in collaboration with relevant units, based on appropriate expertise.
- Provide recommendations in regard to sequencing of activities in situations of campus reintegration and shutdown.
- Act as a “topics and issues” clearinghouse for members of the uOttawa community seeking advice and guidance.
- Integrate all individual Unit plans into a master plan for CA approval.
- Provide CA with information regarding significant impacts of decisions.
Eight areas of focus have been identified by the COVID-19 Recovery Taskforce to provide the University guidance on its recovery mission:

- Infection Control and Vaccination
- Academic Affairs
- Research Enterprise
- Student Affairs
- Human Resources
- Communications
- Infrastructure and Operations
- Finance and Procurement

4 Memberships and Attendance

All members and substitute members of the CRTF must be non-unionized employees of the University, unless specifically approved by the Provost and Vice-President, Academic Affairs, the Vice-President, Research, the Vice-President, Finance and Administration, and the Vice-President, International and Francophonie. The CRTF consists of the following:

**Chair**
- Claude Laguë, Special Advisor to the Provost and Vice-President, Academic Affairs (Campus Reintegration)

**Infection Control and Vaccination**
- Ryan Cox, Manager, Clinical Placement Risk Management, Office of Risk Management substitute: TBD

**Academic Affairs**
- Lucie Thibault, Dean, Faculty of Health Sciences substitute: Victoria Barham, Dean, Faculty of Social Sciences
- Sonia Cadieux, Registrar substitute: Isabelle Mayrand, Director of Operations, Office of the Registrar

**Research**
- Guy Lévesque, Associate Vice-President, Research Support and Infrastructure substitute: Philippe-Thierry Douamba, Chief of Staff

**Student Affairs**
- Patrick Genest, Director, Client Relations, Student Life substitute: Rachelle Clark, Director, Wellness and Recreation Sector
- Amy Arnold, Director, uOInternational substitute: Cynthia Irakoze, Director and Chief of Staff, Intl. and Francophonie

**Human Resources**
- Kristie Faasen, Director, Labour Relations, HR substitute: Marie Parish, Director, Health and Wellness
- Jules Carrière, Vice-Provost Faculty Affairs substitute: Michelle Sultan, Director, Academic Labour Relations

**Infrastructure & Operations**
- Marc-Antoine Joly, Associate Vice-President, Facilities substitute: Marc St-Amour, Director, Integrated Facility Management, Facilities
- Daniel Trottier, Senior Director, IT Solutions substitute: Mary Ann Welke Lesage, Director, Enterprise Architect

**Finance & Procurement**
- France Boucher, Director, Research, Trust and Endowment, Financial Resources substitute: Monica Mendoza, Senior Director and Chief Procurement Officer
4.1 Chair
The CRTF Chair is appointed by the Provost and Vice President, Academic Affairs. The CRTF Chair may add members or invite guests to contribute to the CRTF as required.

4.2 Attendance
Membership and meeting attendance can be delegated to a designated substitute who has full authority to make recommendations on behalf of the primary member and who has an understanding of the full scope of responsibility of the primary member. If unable to attend a CRTF meeting, a member must inform the Chair of the absence ahead of the meeting.

4.3 Decision Making
The CRTF is not a decision-making body. Its principal role is to develop a general framework and guidelines for the restart of activities across all campuses. It also provides guidance, advice and recommendations to Units, the Crisis Management Team (CMT), the EOC and other groups as required.

Strategic decisions for the management of all matters associated to COVID-19 fall to the Provost and Vice President, Academic Affairs, the Vice President, Research, the Vice President, Finance and Administration and the Vice-President, International and Francophonie (the 4VPs). Select AVP level members may participate in this decision-making process such as the AVP Student Affairs, AVP Research, Chief Risk Officer, AVP Facilities, AVP HR, Chief Information Officer, and EOC Director.

To bring items forward to the 4VPs for approval, a decision must be reached by a majority of 2/3 of the CRTF members /substitute members in attendance. In the case of opposition, the strength of the dissent must be clearly identified in the proposal along with a summary of the opposing arguments.

Operational decisions for the management of COVID-19 are the responsibility of the Heads of Units after consultation with the CRTF to ensure consistency with other Units across campus and adherence with Public Health guidelines and required safety measures.

4.4 Administrative Support
The Office of the Provost and Vice President, Academic Affairs provides administrative support for the:

- Coordination of meetings.
- Production and distribution of meeting agenda and supporting material.
- Production and distribution of the record of decisions and attendance.
5 Accountability and Desired Outcomes
As the COVID-19 pandemic has turned out to be a long-term disruption, governance of the CRTF shifted from the EOC to the Office of the Provost and Vice President, Academic Affairs. The CRTF is accountable for the effective development and implementation of the uOttawa Institutional Return to Campus Plan and achieving the desired outcome of the safe resumption of all University activities in a coherent, coordinated, and consistent manner. Given the multiple dependencies for the resumption of uOttawa activities, the CRTF liaises frequently with the EOC and members of the CA, with key Services and Faculties, and with relevant external stakeholders. The CRTF has developed a communications protocol to ensure the relevant information is shared with the appropriate stakeholders in a timely manner.

6 Meetings and Consultations
The Chair of the CRTF calls meetings as needed. The Chair may also conduct electronic consultations when urgent decisions are required.

7 Other Resources
CRTF members who take part in Unit specific COVID-19 recovery planning groups are encouraged to share relevant information with the CRTF.

8 Continuity
Each area of focus of the CRTF will participate in the planning process and eventual implementation of the new way forward for the continued management of COVID-19 upon the suspension of the regular activities of the taskforce on July 1, 2022. (Appendix A- Covid Management Transition Strategy).

9 Version History
Version 1 – June 2020
Version 2 – September 2020 (new Chair, new name, new plan, new admin support)
Version 3 – January 2021 (membership changes)
Version 4 – October 2021 (membership changes, clarity on decision making process)
Version 5 – November 2021 (correction on # of areas of focus, changes to decision making process)
Version 6 – January 2022 (membership changes)
Version 7 – April 2022 (membership changes, continuity section added)

Appendix A
A.1 – Covid Management Transition Strategy