**TERMS OF REFERENCE**

**INTENT**

<<Intent of Centre>>

**MANDATE**

1. The Advisory Board is expected to provide strategic advice on the implementation, management and future of the Centre.
2. The Advisory Board is expected to provide input into the Centre’s service direction including service mix, revenue streams, applied research and development services, technical service offerings and testing needs.
3. The Advisory Board is expected to provide strategic advice on the major research themes and program objectives to meet particular industry sector represented.
4. The Advisory Board will be made aware and asked to comment on marketing and fundraising strategies with respect to the industry sector represented.
5. The Advisory Board must review annual statements of income and expenses, and review strategic or major funding changes.
6. Recommend and initiate ways of expanding and strengthening partnership or cooperative arrangements in the delivery of research and training services within the particular industry sector represented.

**MEMBERSHIP**

1. Membership on the Advisory Board is voluntary
2. The Advisory Board must have no more than ten and no fewer than six members, with no fewer than two members from the private sector. Members will be selected because of their expertise, breadth of experience, network and ability to represent that related industry sector.
3. Any changes in Advisory Board membership must be approved by the Centre and NSERC.
4. The School’s Director and TAC Manager shall jointly establish Advisory Board and shall invite members to serve on the Board.
5. Once the Advisory Board has been established the board may invite additional members in consultation with the School’s Director and TAC Manager.
6. Board members will be appointed for the full five year funding term.
7. The Director and TAC Manager may reappoint members for additional terms.
8. Advisory Board ex. officio members including the Director, TAC Manager, and business development coordinator, in addition to the service administrator.
9. Academic Chairs and other appropriate employees may participate as Advisory Board members.

**MEETINGS**

1. Advisory Board will meet quarterly, including two face-to-face meetings semi-annually and two conference call or webinar meetings
2. Costs associated with meetings including travel, accommodation and meals will be borne by the Centre
3. Annually the Advisory Board will review and provide recommendations for approval\* to NSERC on annual statements of income and expenses, in addition to strategic or major funding and/or service offering changes.
4. SubCommittee’s may be formed and meet on a more informal basis throughout the year. Reports should be made at these meetings for discussion at official quarterly meetings.
5. The Centre will provide an administrative assistant to record proceedings and will provide the support services required to prepare and distribute agendas and minutes.
6. Board members will receive relevant information prior to the meeting.
7. Minutes and action items established during the meeting will be distributed in a timely fashion.

**RECOMMENDATIONS**

1. A recommendation will be in the form of a formal motion.
2. The Centre will consider all recommendations.
3. The TAC Manager and/or Director or designate will provide the Advisory Board with a yearly report on the status of the recommendations.

**ADVISORY BOARD/ CENTRE ROLES AND RESPONSABILITIES**

**Institution should lead in:**

* Advocacy
* Legal accountability for financial management and program accountability to all funders
* Institutional strategic planning including department strategic planning

**Advisory Board** should *lead* in:

* Organizational oversight related to NSERC Technology Access Centre fund (overall financial and program performance)
* Centre specific strategic planning linking into School/Institution and Department directions including multi‐year priorities, industry outreach (issues, barriers and opportunities and service expectations)
* Championing Centre within the industry as a go‐to organization for applied R&D, commercialization and training support

**Advisory Board** should *support others* in:

* Advocacy – specifically related to the Centre’s scope of activities with external organizations and championing the Centre and its principles within the school/institution.
* Fund development planning
* Program and research scope guidance

**Advisory Board Members** should:

* Regularly attend and participate at meetings.
* Annually review statements of income, expense and strategic business development

**Centre Staff** should *lead* in:

* Fund development (Grants and/or other contributed sources)
* Annual business planning
* Organizational management and business administration
* Program and service implementation
* Industry outreach, communications (internal and external) and marketing
* Business development (Fee for Service – earned income)
* Institutional liaison – e.g.TACCAT Network
* Administrative support to board functions

**Centre staff** should *support* others in:

* Advocacy
* Strategic planning
* Organizational oversight and accountability

*\*Final Approval and Liability rests with NSERC.*