

## Job Description

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<b>Job Title:</b>	Associate Director, Business Operations
<b>Department:</b>	Athletics & Recreation
<b>Reports To:</b>	Director, Athletics & Recreation
<b>Jobs Reporting:</b>	Manager, Business & Financial Operations Manager, Facilities Manager Marketing, Events & Outreach Manager, Social Media & Brand Communications & Student Engagement Coordinator
<b>Salary Grade:</b>	USG 14
<b>Effective Date:</b>	March 1, 2017

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### **Primary Purpose**

This position is directly accountable to the Director, Athletics & Recreation for the achievement of the long range strategic planning as well as the day-to-day implementation of all business operations, facility operations, marketing and promotion portfolios. They will work closely with other members of the department leadership team to ensure programs offered to students are contributing to the vibrant student experience. This position is responsible for effective managing of staff, processes, facilities, revenue generation, budgeting and programs involved in the provision of outstanding athletic and recreational services. It is also responsible for developing and maintaining relationships with internal and external stakeholders, further enhancing the position of University of Waterloo's athletic and recreation program within the community.

### **Key Accountabilities**

**Leadership – Overall responsibility for providing excellent leadership to all staff in the incumbent's area, including:**

- Establishing a comprehensive student-leadership model that provides strong leadership through staff mentorship, along with policies and procedures to guide and empower students to deliver memorable experiences.
- Creating and maintaining positive working relationships internally and externally.
- Developing leadership and guidance in the areas of human resource management, facility scheduling, policy development, and program evaluation.
- Assesses programs and makes strategic recommendations for program improvements.
- Providing leadership to all facilities to ensure a safe and inclusive environment for all members to engage with the departments' programs and services.

**Facility Management – overall responsibility of the day-to-day operations of all areas of athletic facilities, including:**

- In conjunction with the Director, developing a vision for a facility master plan.

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- Lead capital renovation and development projects including the SLC/PAC project for the Athletics & Recreation portion and the CIF North Campus Recreation Facility expansion. Both of these projects will combine to over \$50 million dollars in growth to department facilities, and will add over 90,000 square feet. Increasing the number of staff by approximately 2-3 FTE's and \$500,000 of operational budget.
- Developing a multiyear deferred maintenance matrix in conjunction with Plant Operations that guides planning and budgeting.
- In collaboration with the Safety office, lead the department in recognizing the importance and actions of maintaining a safe environment through chairing the Risk Management committee.
- Developing and implementing plans that best supports an elevated experience (customer service, communications, equipment availability and hours of operation) for our users in our facilities and at our events based upon service delivery.
- Providing exceptional game day operations (based upon U SPORTS and OUA requirements).
- Creating and implementing criteria that will guide an equitable and fair booking policy, while developing a strong structure and process for scheduling that meets the requirements of all stakeholders.

### **Financial Management – Overall managerial responsibilities of fiscal responsibility, including:**

- Developing and managing the overall department annual expenditures of \$6.9 million and accounting for the departments' revenue generation of \$2 million in order to achieve budget.
- Work with the Director and Associate Director, Interuniversity to develop delivery matrix and provide reporting and details for Athletic Financial Awards based upon league requirements.
- Responsible for overall payroll policies, procedures and timelines, while developing a fair and equitable compensation matrix.
- Ensures department follows university policies and procedures for the effective procurement of required supplies, equipment and third party providers by acting as a liaison with procurement and leading RFP and large scale bidding processes for the department.
- Developing departmental policies and procedures that meet expectations of central finance concerning accounts receivable and payable.
- Developing and providing accountability reports including transparent budget reporting to SSAC (Student Services Advisory Council), when required.
- Developing strong policies and procedures around point of sale and cash handling while providing opportunities to service customers.
- Creating and implementing a strong e-commerce and retail strategy.

### **Revenue Generation – Overall responsibilities of revenue generation, including:**

- Developing and implementing a ticketing strategy to increase attendance and engagement of various stakeholder groups, while increasing revenue generation.
- Collaborating with advancement to identify and solidify a sponsorship model that resulting in revenue and opportunities for our stakeholders.
- Projecting facility revenue goals, and opportunities to increase partnerships and rentals to generate additional revenues while managing expectations of internal stakeholders' facility expectations.
- In conjunction with the Director, developing annual revenue goals and projections within a comprehensive student fee and participation model.
- Supporting the recreation team to maintain a "pay as you play" model to deliver intramurals, recreation, fitness and wellness programming and services.

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- Developing and implementing an equitable and comprehensive business model to support multisport and sport specific camps, clinics and tournaments.

### **Relationships/Partnerships – Cultivating and stewarding strong working relationships and partnerships, including:**

- Working closely with others within the department and relevant stakeholders on and off campus to help guide athletics and recreation in a strategic and effective way.
- Advocating for the importance of athletics and recreational programming and services into the academic and wellness conversation.
- Contributing to a case for support that will engage the alumni stakeholders to provide financial support to potential capital projects.
- Creating partnerships with the broader community to identify sponsorship and partnership opportunities.
- Developing events and promotions that influence positive community partnerships in Kitchener/Waterloo highlighting the opportunities that the institution provides. (i.e. Battle of Waterloo, School Day Games, etc.)
- Developing contracts with external partners (Waterloo Ravens, Club Warriors, Twin Cities Football etc.), and sponsors to define expectations for both parties.
- Creating partnerships with departments on campus (Plant Operations, HR, Payroll, Legal, Procurement, IST, Finance, Safety, Parking, Police Services, Accessibility etc.), recognizing each other's goals in order to contribute to the efficient and accountable operation of the department.
- Advocating that the University of Waterloo is a part of sport excellence in Canada through the involvement in national and international committees and events.

## **Required Qualifications**

### **Education**

- University degree is required, with preference to a Masters level degree. An accounting designation would be considered an asset.

### **Experience**

- 5-7 years of experience at a management or leadership position with responsibility for multiple portfolios and overall business strategies, procedures and revenue generation. Experience in higher education would be considered an asset.

### **Knowledge/Skills/Abilities**

- Competency with scheduling software is preferred.
- Proficiency with other electronic communications is necessary to ensure strong communication with staff and participants.

## **Nature and Scope**

- **Contacts:** Internally, this position interacts regularly with Managers within the Athletics & Recreation department, along with their direct reports, the Director and other departmental staff. This position collaborates regularly with colleagues at all levels, including Affiliated Colleges and Universities, Plant Operations, Human Resources, Finance, Safety Office, Accessibility, Payroll, Feds and GSA. Additionally, this position provides external leadership on the cultivation and stewardship of business

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relationships with organizations associated with the Department of Athletics & Recreation that enhances the overall service delivery.

- **Level of Responsibility:** This position is responsible and accountable for all athletic facilities, business operations, and marketing & promotions. This includes the supervising and leadership development, evaluation and performance expectations for their direct reports, as well as other staff and student staff within these portfolios. Also, this position is a member of the overall department management team and drives strategy in all aforementioned areas.
- **Decision-Making Authority:** This position has significant decision-making authority for all accountabilities related to the provision of business operations as outlined within the department. This requires extensive interaction, leadership and facilitation skills. These types of decisions include staffing decisions (recruitment, performance, development, discipline), business process decisions relating to resource generation and allocation, human resources, service standards, procedures, workload/priority management, and overall budget management. This position makes recommendations to the Director of Athletics & Recreation about improved service and business process opportunities that impact both the incumbent's and colleague's functional areas within and beyond the department
- **Physical and Sensory Demands:** This managerial role is in an office setting and involves minimal physical demands, and moderate sensory effort resulting in slight fatigue, strain, or risk of injury.
- **Working Environment:** This role is exposed to stress and pressure associated with managerial positions that are responsible for a large number of staff. The role involves minimal-moderate exposure to psychological risk resulting from unavoidable exposure to hazardous, disagreeable, or uncomfortable environmental conditions. There may be unusual hours or schedules, multiple and/or tight deadlines beyond one's control and constant interruptions (i.e. phone calls, emails, and unplanned but urgent service requests) that are impacted by varying student volumes at different times of the year.