

Job Description

Job Title:	General Manager
Department:	Waterloo Undergraduate Student Association
Reports To:	President and Vice-President, Operations and Finance
Jobs Reporting:	Director, Marketing, Communications and Outreach Director, Operations and Development Director, Student Experience Financial Officer
Salary Grade:	USG 15
Effective Date:	October 2019

Primary Purpose

The General Manager is accountable to the President and Vice President Operations and Finance to strategically lead the development, management, administration, operation, rationalization, assessment and viability of all of the Association's activities. This position is the Chief Administrative Officer (CAO) for the Association. The *Federation of Students, University of Waterloo* is a separately incorporated not-for-profit organization from the University of Waterloo (UW) that operates under the registered business operating name "*Waterloo Undergraduate Student Association*" (WUSA). WUSA represents, advocates on behalf of, and operates a variety of commercial & service focused departments for the benefit the overall welfare of the undergraduate students in the UW community (Hospitality, Retail, Service, Clubs, Orientation, Advocacy). WUSA also leads the procurement, administration and delivery of high volume group contracts with external service providers (Health Plan, Dental, UPass, Legal). The WUSA is supported by its own "back office" business infrastructure to help meet the organization's deliverables (IT, Marketing, Accounting, Building Operations).

Key Accountabilities

Strategic Leadership

- Responsible for strategic development, delivery and evaluation of initiatives of the WUSA. Provides leadership with the development, implementation, and evaluation of the organizational long-range plan. The General Manager ensures organizational priorities are aligned with the long range plan and reports on progress and efforts to the President and VP Operations & Finance.
- Provides leadership and coordination of a comprehensive strategy for all matters relating to the activities, advocacy, services, governance, commercial operations, and general operations of the WUSA. This will include ongoing assessment of the resources of the organization to ensure that they are effectively meeting the organizations deliverables and the efforts align with the organization's value, vision and mission.
- Provides strategic direction and leadership for the WUSA management team and helps establish organizational structure, business processes, and benchmarking.
- Collaborates with the VP Operations & Finance to ensure the development, assessment, and approval of departmental annual strategic plans, that strive to support organizational objectives and the long range plan.
- Manages and supports the development of implementation plans and procedures for all strategic and long-range goals within the context of the Letters Patent of the Corporation and the greater UW community.

Job Description



- Ensures continuity of management operations and strategic decision-making on behalf of the Board of Directors and Executive Committee during the beginning of the governing year.
- Responsible for supporting and transitioning Executive-level leadership on an annual basis.
- Responsible for significant change management within the organization as members needs are constantly evolving and the executive, student government, and the Board of Directors experiences annual turnover.

Staff Management

- Reviews and aligns staff resources with organizational goals, planned growth, and service level expectations for over 59,000 FTE undergraduate students and other members annually.
- Establishes a positive, healthy and safe work environment in accordance with UW and relevant Association policies/procedures. Responsible for the overall satisfaction and retention of full-time staff by ensuring continuous feedback, appreciation, and fair & balanced workloads
- Ensures all staff and volunteers are equipped with the required resources (training, equipment, software, documentations) by the organization to ensure efforts are effective and efficient.
- Responsible for overseeing the annual performance appraisals of all full-time staff across the organization and ensuring an equitable evaluation/grading process across the WUSA.
- Responsible for the overall allocation and structure of human capital in addition to the processes and systems behind the organizations people. This includes hiring, training, salary administration, promotions, reclassifications, and all other related matters relating to staff & volunteers
- Accountable for integrated management of diverse departments to ensure corporate cohesion to unified strategic direction.
- Exercises skill in managing people and ensures an organizational culture that enhances productivity, professional development and focusing of staff efforts on organizational goals.
- Ensuring alignment of management outcome with organizational vision and direction.
- Development, review, and renewal of management continuity plans for every department within the Association. Expected to support and provide functional continuity in the event of absence, extended leave, or short-term vacancy of office for all senior management positions.

Business and Operations Management

- Represents the organization to ensure continuity and successful delivery of all major projects such as student building expansions, renovations and other major capital efforts funded by undergraduate students.
- Responsible for the supervision of administration of all business operations for the WUSA (including multiple retail and hospitality operations). Accountable for operations performance to the VP Operations & Finance, by making key business decisions and exercising discretionary authority over business operations
- Maintains service quality and organizational stability through ensuring the development and implementation of standard operating practices, controls, systems and procedures. Responsible for business planning and execution of such plans for all operations.
- Accountable for attainment of performance metrics for all businesses. Reports regularly on business performance to the VP Operations & Finance or Board of Directors, as the case may be.
- Provides directional leadership and oversight to the managers of each service area and shared resource units (Accounting, IT, and Marketing). This includes space management within the Student Life Centre.
- Generally responsible for oversight and guidance for business development and facilities management for all student spaces (including the Student Life Centre, various student Societies' spaces, and business spaces) on main campus and satellite campuses.

- Develops and maintains a coordinated, integrated and high performing service delivery within the WUSA, ensuring regular evaluation and redevelopment of practices to maximize contribution to the student experience.
- Oversees Health & Safety programs, risk management and mitigation programs, licensing and compliance; including ensuring the WUSA has a Health and Safety Committee and meets all standards.
- Manages and administers the corporation's insurance policies and programs, including: supplementary health plan; comprehensive dental, travel, vision, and other group benefits plans; and a legal protection program. These funds combined total approximately \$9M dollars.
- Annually and/or periodically responsible for negotiation and engagement of comprehensive entertainment insurance, corporate liability insurance, directors & officers' insurance, and facilities and hospitality insurance.
- Supervising the drafting of legal agreements, memoranda of understanding/agreement, contracts, and other legal instruments. Responsible for maintenance, curation, and protection of confidentiality for all legal records.
- With support of accounting staff, is accountable to the Board of Director's Audit & Risk Management Committee for both execution of an internal audit and procurement, engagement, and initiation of an annual independent external audit for the Corporation, which are separate from the University of Waterloo's Audit practices.

Leadership & Relationship Management

- Accountable for organizational reputation and curation, stewardship, and improvement of the Corporation's vision, values, brand, and perception by students, on-campus stakeholders, business partners, and municipal & provincial governments. Must be readily prepared for crisis communications and management on behalf of the Executive with autonomy.
- With the annual change of WUSA leadership, works with, transitions, coaches, mentors and advises appropriate decision-making bodies (such as Executive Committee and Board of Directors) to provide consistent leadership and vision for the organization.
- Responsible annually for supporting and filling in Executive-level capacities during the first three to five months of each fiscal year.
- Collaborates, influences and interacts with University Administrators such as Associate Provost Students, Associate VP Academic, Vice President Administration and Finance and the VP Academic & Provost to further the organizations goals and strategies.
- Develops and leverages relationships with auditors, legal counsel, insurance providers, health, vision, travel coverage and dental plan providers, the Region of Waterloo's Grand River Transit (GRT).
- Maintains positive working relationships with financial advisors, banking partners and franchise systems the organization has agreement with.
- As an Officer of the Corporation, is responsible in a fiduciary capacity, to undertake and perform those duties and exercise those powers as set out by the Bylaws, Policies, and Procedures of the WUSA, and any other such duties as may be reasonably requested by the Board of Directors.

Financial and Compliance Management

- Provides management oversight of organization's compliance and regulatory requirements such as: internal and independent external Audit; tax filing, returns and compliance, HST designation and determination, selection of agents; Generally Accepting Accounting Principles; Health and Safety; Accessibility; Stewardship of assets; Legal and Insurance Management; and approved budgets & plans.
- Ensures Accounting Manager develops and enforces organization wide financial controls including but not limited to inventory, cash handling and credit card/expense reimbursement systems.

Job Description



- Ensures compliance with legal, financial, and ethical obligations and agreements.
- Provides financial supervision of all resources available to the Corporation, and is responsible for strategic and appropriate use of the overall budget.
- Supports preparation, reporting, and acts as expert advisor to the Students' Council and Board of Directors, and committees thereof, for approval of the operating budget (~\$5.3M), capital budget (~\$1.7M), student societies budgets (~\$1M), and administered funds (~\$22.4M). The organization, including its subsidiary constituency societies, is primarily funded through student ancillary fees. Directly supports the VP Operations & Finance as well as the Budget & Appropriations Committee in development and planning of the multi-year budget model, 5-year capital plan, and business budgets.
- Responsible for solicitation, execution, and selection of all procurement management (including Requests for Proposal or Information) which are deemed to be in the course of regular business affairs (~\$50,000 on-going annual expenses).
- Ensures the organization is financially positioned to meet its long term goals.
- Oversees the management of and serves as a signing officer for \$2.5M in endowed funds for student professional developments, start-ups, projects/initiatives with lasting impact on students, capital projects, and accessibility. Responsible for oversight of bursaries issued by Student Awards and Financial Aid for ~\$122,000 (Fred Kelly Bursary and Waterloo Undergraduate Student Association's Engagement Award).
- Responsible for issuing investment and asset management advice to the VP Operations & Finance and Board of Directors for ~\$5M held in investments. Works with Investment advisor to invest Association's finances, monitor performance, and provide reports to the Budget & Appropriations Committee, Audit & Risk Management Committee, and the Board, as required.
- Accountable for and oversees the secretarial duties of the Corporation, including minute-taking, maintenance of records, confidentiality of records, statutory requirements for approval and review, transmission of decisions concerning constating documents.

** All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- Completion of a Bachelor's Degree is required, Master's degree is preferred
- Equivalent combination of education and experience may be considered
- Education in one or more of the following fields a preference: Business Administration, Management Engineering, Law, Hospitality and Commerce, etc.
- Professional accounting designation an asset.

Experience

- Over 10 years of progressive and diverse management experience, preferably in a student-focused environment with a background highlighted by student development expertise, change management and strategic human resources management.
- Experience managing an organization with \$10M+ in operating revenues conducting multiple different business/organizational functions.
- Demonstrated leadership in strategic and tactical thinking, innovating, weighing risks and applying sound judgment to decision making
- Strong governance knowledge and application, ideally within a not for profit environment

Job Description



- Budget management/funding model experience is required
- An understanding of policy, statutory, and privacy regulations is required. Experience in the creation of policies and standard operating procedures is preferred.
- Experience with corporate investment and strategic asset management is preferred
- Finance, budgetary, audit, and integrated planning experience an asset.

Knowledge/Skills/Abilities

- Expert ability to manage change and quickly adapt in a highly complex environment
- Expert ability to work both collaboratively and entrepreneurially is essential
Expert ability to influence, negotiate, and develop relationships at multiple levels and across diverse audiences and areas
- Expert business and budget-planning acumen
- Expert ability with strategic planning and integration of services
- Expert financial planning and operations management
- Expert interpersonal, organizational & communication skills

Nature and Scope

- **Contacts:** Internally this position regularly interacts with senior administrators in all academic support departments, including but not limited to Human Resources, Plant Operations, Campus Police, Wellness Services, Student Success Office, Athletics, Registrar's Office, VP Academic & Provost, Associate Provost Students, VP Administration & Finance, Director of Finance, Student Financial Services, Registrar's Office, Food Services, etc
Externally, this position interacts with directors/officials/representatives within AGCO, CRA, Insurance Companies, Legal Counsel, Auditors, Health and Dental Plan Provider, Pre-paid Legal Retainer program Providers, City of Waterloo, Region of Waterloo, Chamber of Commerce, other Student Associations and Universities or Colleges across Canada
- **Level of Responsibility:** This position has a high degree of autonomy in decision-making and is responsible for short-to-mid-term strategic planning. This position is accountable to and overseen by the President and Vice-President Operations and Finance for the development and execution of all WUSA strategy, operations, services and activities as outlined above. This position is a fiduciary capacity for the WUSA and will act in the best interests of the Corporation, without any conflict of interest whatsoever, and consistently with a duty of good faith, diligence and loyalty to the Corporation. The role is expected to comply with all reasonable and lawful decisions of the Board of Directors and the Policies & Bylaws of the WUSA.
- **Decision-Making Authority:** This position has final decision-making authority for all items outlined above, including complete autonomy on business management and departmental strategic planning
- **Physical and Sensory Demands:** Minimal demands typical of a senior position operating within an office environment
- **Working Environment:** Exposed to stress and pressure associated with senior level responsibilities and annual changeover of student leadership including the Executive, Board of Directors, and Student's Council. Involves moderate 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 and shifting priorities (e.g. phone calls, emails, unplanned support requests, changing goals/priorities throughout the year). Expected to support all Executive-level functions or portions thereof, as may be required, based on the skillset and/or expertise of the elected Executives, Directors, and student Councilors. For the first four (4) months and last month of each Fiscal Year is responsible for transitioning turn-over in student leadership and ensuring the organization continues to meet all service level expectations as well as strategic objectives and operational targets.