



**AGENDA**  
**University of Victoria Students' Society**  
**Monday, June 7, 2021 – [Google Meet](#), 6pm**

**Google Meet meeting link:**  
<https://meet.google.com/hea-vjeb-xrj>  
(CA)+1 647-734-6740; PIN: 467 252 978#

- Google Meet specific instructions:**
1. Please mute your mic if you are not speaking.
  2. Please type "x" into the chat if you'd like to be placed on the speakers' list.
  3. You will be asked to vote yes or no in the chat during motions - you can always abstain if you'd like.

Attendance: Berman, Pollard, Roxas, Dodds, Nag, Raichada, Fassnacht, Muir, Bisnar, Taylor, Froese  
Staff: McFarlin, James, Robertson

**1. CALL TO ORDER**

Dodds called the meeting to order at 6:03pm.

**3. LAND ACKNOWLEDGEMENT**

Hernandez acknowledged the land.

**4. ADOPTION OF AGENDA**

- a. **Adoption of Agenda**
  - i. 2021/06/07

**MOTION TO ADOPT - NAG/MUIR**  
**MOTION CARRIED**

**5. IN-CAMERA**

**MOTION TO MOVE IN CAMERA - FASSNACHT/MUIR**  
**MOTION CARRIED**

The meeting moved in camera at 6:06pm.

**MOTION 2021/06/07: 01 - NAG/HERNANDEZ**  
**WHEREAS** before posting the Executive Director (ED) job, the current ED and General Manager (GM) recommend reassigning supervision of the Accounting department to the GM; therefore,  
**BIRT** Board of Directors policy Section 1, Part 13: Excluded Personnel is amended as detailed in Appendix A.

**MOTION CARRIED**

**MOTION 2021/06/07: 02 - NAG/BISNAR**

**WHEREAS** the Employee Handbook states that excluded manager hiring committees are comprised of: the Director of Finance (chair), or designate; up to two Excluded Managers; one Director elected by the Board; one Advocacy Group representative elected by Advocacy Relations Committee; one unionized manager, appointed by an Excluded Manager; and one USW representative, selected by the Union; therefore,

**BIRT** nominations be opened to elect one Director to sit on the Executive Director hiring committee.

**MOTION TO AMEND - ROXAS/**

**BIRT** “one unionized manager” is replaced by “one term employee.”

Nominations:

Q Roxas

**MOTION CARRIED**

**MOTION TO MOVE OUT OF CAMERA - ROXAS/BISNAR**  
**MOTION CARRIED**

The meeting moved out of camera at 6:14pm.

**6. MEETING TIMES**

**The next meeting scheduled by the Board of Directors is:**  
Monday, June 14, 2021 on Google Meet (online).

**7. ADJOURNMENT**

## APPENDIX A

### 13.10 Executive Director - Summary of Duties & Job Description

#### a. EXECUTIVE DIRECTOR SUMMARY OF DUTIES

- i. Collaboration with the General Manager and the Administration & Services Manager to ensure that the social enterprise (business units) supports and promotes the social mission of the UVSS
- ii. Strategic planning
- iii. Proactive avoidance of legal issues; communication of progress and recommendations regarding on-going legal actions
- iv. Insurance and risk analysis
- v. Human Resources (HR) management and oversight
- vi. Oversight of the General Office, ~~and Accounting departments~~ advocacy groups, and affiliated organizations.
- vii. Oversight of Zap Copy and SUBtext.
- viii. Board-Staff relations, in collaboration with the General Manager and ASM
- ix. Legal, privacy, and financial compliance of the UVSS.
- x. Development of operational and financial policies, in collaboration with the General Manager and Administration & Services Manager.
- xi. University Relations, in collaboration with the General Manager.

#### b. EXECUTIVE DIRECTOR JOB DESCRIPTION

##### i. **JOB PURPOSE:**

1. In accordance with the Society's mission, vision and values, in addition to the strategic direction set by the Board of Directors, the Executive Director is responsible for the successful and engaged leadership and management of the Society, in cooperation with the General Manager and the Administration & Services Manager.

##### ii. **ORGANIZATIONAL RELATIONSHIPS:**

1. Reports and is responsible to the Board of Directors through the Personnel Committee.
2. Provides administration responsibility for, and the leadership and management of staff in the General Office, Zap Copy, SUBtext, ~~Accounting department~~, advocacy groups, and affiliated organizations.

#### c. **DUTIES:**

##### i. **Leadership & Governance**

1. Participate annually with the Board of Directors in developing a vision and strategic plan to guide the Society.
2. Ensure that the goals of the strategic plan are continually being executed and reviewed.
3. Increase and develop the effectiveness of UVSS services.
4. Provide organizational leadership on behalf of the Board of Directors.
5. Identify, assess, and inform the Board of Directors of internal and external issues that affect the Society.
6. Act as a professional advisor to the Board of Director on all aspects of the Society's activities.
7. With the structure and budget constraints in mind, and in line with the strategic plan, empower and enable the Board of Directors to operationally govern, administrate and enact on the Society's vision.
8. Attend Board meetings, and serve as ex-officio member of Executive, Finance and Operations, Personnel, Policy Development, Campaigns, Membership Outreach and Engagement, Advocacy Relations, SUB Occupants, and SUB Business Marketing Committees. Co-chair the Occupational Health and Safety Committee.
9. Share role of Board point-of-contact with the Administration & Services Manager and General Manager, triaging as applicable.

##### ii. **Human Resource Planning & Management**

1. Lead and provide expertise, advice and direction on all human resource matters, notably collective agreements, policies, occupational health & safety, employment standards legislation, WCB requirements, staff benefits and grievance processes, etc.
2. Establish and maintain an HR infrastructure that ensures a positive, respectful, healthy and safe environment for all staff and stakeholders; work with the Administration &

- Services Manager and the General Manager as applicable regarding benefits, hiring and the development/tracking of staff performance evaluations.
3. Oversee all human resources matters for cost-centres and services as per the Collective Agreement.
  4. In collaboration with the General Manager, participate in union relations and Collective Agreement negotiations as needed.
  5. Supervise the delivery and negotiate any changes to the Student Health Plan.
  6. Foster engaged collaboration and communication between Excluded Managers, directors, and staff, particularly in reference to the strategic plan.
  7. In collaboration with the Administration & Services Manager, ensure all cost centre, service, advocacy group, and affiliated organization staff are given an orientation and receive adequate direction, training, supervision, and evaluation.
  8. Coach and mentor staff, manage their performance, foster professional development and manage conflict resolution efforts when necessary.
  9. Collaborate as necessary with the Administration & Services Manager and General Manager related to hiring.
- iii. **Financial Planning & Management**
1. Ensure proper financial controls, processes and reporting in UVSS cost centres, services, advocacy groups, and affiliated organizations.
  2. Participate in the development of operational and financial policies with Policy Development Committee.
  - ~~3. Collaborate with the Manager of Accounting and Payroll to develop annual financial statements for audit and ensure the successful conclusion of an unqualified annual audit.~~
  4. Collaborate with the General Manager and the Manager of Accounting and Payroll to provide regular financial analyses, projections and reporting to the Board of Directors, Executive Committee, and Finance and Operations Committee.
  5. Collaborate with the General Manager and the Manager of Accounting and Payroll to oversee cash, inventory, and reporting controls in **relevant departments services**.
  6. Collaborate with the General Manager to support the development of the Society's annual budget. Ensure costs or surpluses are within budget, except where prior approval of Finance and Operations Committee or the Board is obtained.
  7. Ensure staff consult fully with Finance and Operations Committee for **relevant Board capital expenditures for UVSS businesses services** including producing business cases for new initiatives.
  8. Serve as a signing authority for the Society.
- iv. **Community Relations & Advocacy**
1. Collaborate with advocacy groups and affiliated organizations to further their values and objectives.
  2. Provide strategic advice to the Board of Directors on advocacy initiatives and campaigns.
  3. Actively participate in the planning and execution of campaigns.
  4. Ensure that the Society has high-quality media relations and lobbying strategies.
  5. Communicate with stakeholders to keep them informed of the work of the Society and to identify changes in the community served by the Society.
  6. Establish good working relationships and collaborative arrangements with community groups, politicians, and other organizations to help achieve the goals of the organization.
  7. Establish and maintain a positive, productive relationship for the Society with the UVic executive and with key UVic departments (including Student Affairs), Equity and Human Rights, Counselling and Health Services, Development Office, Housing and Conference Services).
  8. Maintain and foster joint or 'partnership' initiatives with UVic that support UVSS objectives.
- v. **Legal Affairs & Risk Management**
1. Ensure that the legal obligations of the Society are fulfilled and any litigation involving the Society is handled responsibly, in collaboration with the Executive Committee.
  2. Oversee insurance and risk management aspects of the UVSS.
  3. Hold responsibility for the security and integrity of facilities and other assets.
  4. Ensure that personnel, client, and volunteer files are securely stored and privacy/confidentiality is maintained, working with the Administration & Services Manager as applicable.

vi. **Other**

1. Collaborate with the General Manager in pursuit of revenue-generating opportunities for SUB facilities and services.
2. Handle inquiries and advise the Director of Student Affairs related to UVSS clubs, Course Unions and PDUs.
3. Set personal performance objectives and priorities with the Personnel Committee that support the strategic plan.
4. Develop and implement hardware and software systems relating to the position, ensuring consistency and integration. Ensure there are adequate information technology resources available to meet operational needs of the Society.
5. Other duties as assigned by the Board of Directors or the Executive Committee.

d. **PERSONAL CHARACTERISTICS:**

i. The Executive Director should demonstrate all of the following:

1. **Adaptability:** Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
2. **Behave Ethically:** Understand ethical behaviour and business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.
3. **Build Relationships:** Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
4. **Communicate Effectively:** Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
5. **Creativity/Innovation:** Develop new and unique ways to improve operations of the organization and to create new opportunities.
6. **Focus on Member Needs:** Anticipate, understand, and respond to the needs of members to meet or exceed their expectations within the organizational parameters.
7. **Foster Teamwork:** Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
8. **Lead:** Positively influence others to achieve results that are in the best interest of the organization.
9. **Make Decisions:** Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
10. **Organize:** Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities
11. **Plan:** Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
12. **Solve Problems:** Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.
13. **Think Strategically:** Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

e. **QUALIFICATIONS:**

- i. Minimum five years of progressive management experience in a senior management role in a non-profit organization leading a large staff.
- ii. Must have relevant bachelor's degree or equivalent combination of education and experience. Master's degree is preferred.
- iii. Demonstrated knowledge of leadership and management principles as they relate to non-profit organizations.
- iv. Demonstrated experience leading strategic planning.
- v. Demonstrated experience in human resource management, including experience managing in a unionized environment and comprehensive understanding of labour management, collective bargaining and collective agreements.
- vi. Demonstrated knowledge of federal and provincial legislation applicable to non-profit organizations including: employment standards, human rights, occupational health and safety, charities, taxation, CPP, EI, health coverage etc.
- vii. Minimum 3 years' experience with financial reporting and budget management across multiple departments or operations within an organization.
- viii. Demonstrated knowledge of the statutory and regulatory framework governing universities and student associations.

- ix. Demonstrated knowledge of current challenges and opportunities relating to the mission of the Society.
- x. Demonstrated understanding of disability, gender, sexuality, race, and class, and commitment to creating safer spaces.
- xi. Demonstrated experience with collaborative group decision-making frameworks.
- xii. Demonstrated understanding of anti-oppressive and inclusive organizing practices.

### 13.11 General Manager – Summary of Duties & Job Description

#### a. **GENERAL MANAGER SUMMARY OF DUTIES**

- i. Chief of staff
- ii. Collaboration with the Executive Director and the Administration & Services Manager to ensure that that the social mission of the UVSS supports and promotes the social enterprise
- iii. Strategic and related business planning
- iv. Oversee all business units: Cinecenta, Munchie Bar, Food Services (Main Kitchen, Bean There, International Grill, Health Food Bar), Catering & Conference Services, Felicia’s Campus Pub, **and the Accounting department**
- v. Lead union relations and Collective Agreement negotiations
- vi. Lead contract negotiations relating to business operations
- vii. Product review and development
- viii. Board-staff relations, in collaboration with the Executive Director
- ix. Oversight/coordination of SUB maintenance, facilities and renovations
- x. Develop operational and financial policies that relate to business operations
- xi. Sustainability, waste reduction, energy efficiency
- xii. University Relations, in collaboration with the Executive Director

#### b. **GENERAL MANAGER JOB DESCRIPTION**

- i. **JOB PURPOSE:**
  - 1. In accordance with the Society’s mission, vision and values, in addition to the strategic direction set by the Board of Directors, the General Manager is responsible for the successful engaged leadership and management of the Society’s social enterprise function, including business units, services, and the Student Union Building.
- ii. **ORGANIZATIONAL RELATIONSHIPS:**
  - 1. Reports and is responsible to the Board of Directors through Personnel Committee.
  - 2. Provides leadership and management to staff in Food Services (Main Kitchen, Bean There, International Grill, Health Food Bar), Purchasing, Catering and Conference Services, Cinecenta, Munchie Bar, **and Felicitita’s Campus Pub, and the Accounting department.**
  - 3. Assumes overall administrative responsibility for the Society’s business units, collaborating with the Administration & Services Manager as applicable regarding marketing.
  - 4. Primary contact for union and associated relations.

#### c. **DUTIES:**

- i. **Leadership & Governance**
  - 1. Chief of staff.
  - 2. Participate with the Board of Directors in developing a vision and strategic plan to guide the Society.
  - 3. Provide business management leadership on behalf of the Board of Directors. Identify, assess, and inform the Board of Directors of internal and external issues that affect the Society’s operations.
  - 4. Act as a professional advisor to the Board of Directors on all aspects of the Society’s activities
  - 5. Increase revenues of the social enterprise (business units) by managing staff; establishing and accomplishing business objectives.
  - 6. Attend board meetings as needed and serve as ex-officio member of Executive Committee, Personnel Committee, Finance & Operations Committee, Events Committee, Campaigns Committee, Membership Outreach and Engagement Committee, Marketing Planning and Advisory Group and Policy Development, and SUB Occupants.
  - 7. Participate in development of policies and procedures related to business management.

8. Provide support to the Director of Events and UVic Grad Class in the areas of contract negotiation, logistics, security, budgeting, and risk management in collaboration with the Executive Director.
  9. Share role of Board Point-of-Contact with the Executive Director and Administration & Services Manager, triaging as applicable.
- ii. **Business Planning & Financial Management**
1. Develop and implement business plans (working with the Administration & Services Manager as applicable regarding Marketing) to establish and maintain the financial viability of the business units.
  2. Accomplish objectives by establishing plans, budgets, and results measurements; allocating resources; reviewing progress; making mid-course corrections.
  3. Ensure proper financial controls, processes and reporting in business units.
  4. Collaborate with ~~the Executive Director~~ and the Manager of Accounting and Payroll to develop annual financial statements for audit and ensure the successful conclusion of an unqualified annual audit.
  5. Collaborate with the **Manager of Accounting and Payroll** ~~Executive Director~~ to provide regular financial analyses, projections and reporting to the Board of Directors, Executive Committee, and Finance and Operations Committee.
  6. Ensure proper recording of inventory, sales, personnel and other matters by business unit managers.
  7. Oversee all aspects of business unit finances, including managing annual budgetary and capital planning for direct reports.
  8. Ensure department managers consult fully with the Finance & Operations Committee regarding financial matters, particularly capital expenditures, including producing business cases for new initiatives.
  9. Serve as a signing authority for the Society.

***[The rest of this job description is contained in Board of Directors policy]***