

# Executive Director Proposal

## Context

The two Executive Director structure has been used at the Toronto Metropolitan Students' Union in the past and was removed in 2016. The structure had the two Executive Directors in supervising roles, but due to their status as CUPE1281 Unit 2 Members they were unable to directly discipline or enact Management Rights - instead putting that role onto the student executives. Since 2016, the Management structure has shifted from General Managers to Executive Directors to Financial Controllers to Operations Managers, with varying levels of success and consistency.

The strength of the two Executive Director model is the division between labour that empowers supervisors to focus their energy on the strategic vision of the organization and the supervision and coaching of executives, board members and part-time and full-time staff. It also makes it possible to hire Executive Directors with experience and strengths that align in one of the two portfolios rather than relying on a candidate that meets the overwhelming expectations of the role.

The two Executive Director structure requires consistent communication throughout the organization, and a clear articulation of the organizational vision to the staff team. By returning to this model, the TMSU has the opportunity to lay strong operational foundations as we return from the COVID-19 pandemic, University legal challenge and Student 'Choice' Initiative but also to revisit the organizational vision as we integrate a new organizational name and brand.

## Temporary Measures and Recommendation

The second Executive Director position shall be created temporarily for six months with consistent review throughout the period. This will allow the TMSU to hire a qualified candidate immediately, but provide the mobility to maneuver the organization through this trial period. I am recommending the TMSU provide a Letter of Offer to Corey Scott to fill the Executive Director Programming role, and direct Reanna Maharaj to take on the Executive Director Operations role. I believe that Corey's past experience with the TMSU as a staff member, strong knowledge of the campus, experience in management and his proven commitment to good governance makes him an ideal candidate to step into this role to help set a path forward. If the position was made permanent then we would proceed with a formal hiring process.

## Supervisional Structure

1. Executive Director Operations:
  - a. Campus Groups Financial Coordinator
  - b. Copyrite Services Coordinator

- c. Financial Controller (if applicable)
  - d. Financial Coordinator
  - e. Internal Coordinator
  - f. Student Issues & Advocacy Coordinator
  - g. Health & Dental Plan Coordinator (Gallivan)
  - h. Legal Aid Clinic Coordinator
  - i. May also supervise part-time staff members
2. Executive Director Programming:
- a. Centre for Safer Sex & Sexual Violence Support Coordinator
  - b. Equity & Campaigns Organizer
  - c. Events & Sponsorship Coordinator
  - d. Good Food Centre Coordinator
  - e. Graphic Designer & Coordinator
  - f. Communications Coordinator (Temporary)
  - g. May also supervise part-time staff members

## **Job Descriptions**

### **Executive Director Programming**

1. The Director of Programming shall be responsible to perform the duties and responsibilities as outlined below. The Director of Programming shall perform such duties in consultation with the Executive and the Director of Operations of the Toronto Metropolitan Students' Union (the Students' Union), and shall report directly to the Employer's Representative or authorized designate.
2. The Director of Programming shall fulfill the following responsibilities:
  - a. In consultation with the Director of Operations, advise and assist the Executive in maintaining and improving the organisation's responsiveness to, advocacy for, and representation of its membership;
  - b. Work with the Executive, the Director of Operations and the appropriate staff to develop and implement: policy, procedures and long-range plans; annual goals and objectives; community services; campaigns; skills development, communications and promotion strategies; events; and out-reach programmes;
  - c. Assist with, direct, oversee, and act as a resource for the Students' Union's community services and member outreach programmes, including but not limited to: the Equity Service Centres; student groups; course unions; and affiliate groups;
  - d. With Management and relevant staff, oversee the development and coordination of a communications strategy to ensure the Students' Union's effective and inclusive communication with its membership through various different media, including but not limited to: physical and digital promotional materials; advertisements; letters; posters; signage; and direct interaction;

- e. Oversee the development and coordination of an outreach strategy that promotes membership awareness, involvement, and diversity;
- f. Assists the Executive Committee in the administration of the Students' Union media relations strategy;
- g. Assist and coordinate the Students' Union's collaboration within the student movement and with other organisations that share common aims and objectives of the Students' Union;
- h. Oversee the development and coordination of campaigns strategies that promote the diverse needs and interests of Toronto Metropolitan students, as well as assist with, direct, oversee, and act as a resource for implementation of campaigns jointly undertaken with other students' unions and associations on campus, provincially and nationally;
- i. In consultation with the Director of Operations, develop and implement a promotions strategy for the Students' Union's services, including those jointly undertaken with other students' unions through the Federation;
- j. Assist with, direct, oversee, oversee design and act as a resource for the production of promotional materials including the Members' Handbook and Dayplanner and the Students' Union's website;
- k. Supervise the full-time staff in the areas described above, including but not limited to: Communications Coordinator; Centre for Safer Sex & Sexual Violence Support Coordinator; Equity and Campaigns Organiser; Events & Sponsorship Coordinator; Good Food Centre Coordinator; Graphic Designer and Coordinator; and other staff deemed necessary by the Employer's Representative;
- l. Administer, advise, support, provide recommendations to members of the Executive in the area of labour relations and Collective Agreement administration of all full-time and part-time staff in their related area including but not limited to: Communications Coordinator; Centre for Safer Sex & Sexual Violence Support Coordinator; Equity and Campaigns Organiser; Events & Sponsorship Coordinator; Good Food Centre Coordinator; Graphic Designer and Coordinator; and other areas deemed necessary by the Employer's Representative;
- m. In conjunction with the Director of Operations, ensure that all part-time staff, summer student employees, and volunteers receive the appropriate orientation, training and supervision;
- n. Oversee the administration & proper implementation of applicable funding programs for part-time staff, summer student employees;
- o. Assist with the orientation of incoming Executive and Board members and all new staff on all aspects of a member-driven representation and advocacy, including but not limited to: democratic structures of the Students' Union; the administrative structures of the University; other decision-making bodies and representative groups within the University community;
- p. Represent the Students' Union on Toronto Metropolitan University committees and decision-making bodies throughout the community as delegated by the Executive;

- q. May be asked to represent the Students' Union on the Student Campus Centre Board and assist with the governance, promotions and operations of the Student Campus Centre; will provide recommendations to the Executive on contracts, policies, financial viability and services of the Student Campus Centre to ensure the operating Agreement is adhered to and students' needs are put first;
  - r. Assist the Director of Operations in the execution of their duties; and
  - s. Perform additional related duties as may be assigned by the Employer's Representative.
3. Hire, promote, retire, evaluate, reclassify, transfer, layoff, suspend, discipline or discharge full-time staff with the confirmation of the Employer's Representative in areas of labour relations and the Collective Agreement to mediate issues that may arise in the workplace.
  4. The Director of Programming shall use their best efforts at all times to promote the best interests of the Toronto Metropolitan Students' Union. They shall not disclose the Students' Union's private affairs or confidential information, or use or allow anyone to use such information for his own purposes or those of any other individual or organisation.
  5. Advise, assist with, oversee and act as a resource to Management members in all aspects of the Students' Union; each Executive Director is required to attend meetings of the Executive Committee and the Board for the purpose of providing regular updates and making recommendations to Management.

## **Executive Director Operations**

1. The Director of Operations shall be responsible to perform the duties and responsibilities as outlined below. The Director of Operations shall perform such duties in consultation with the Employer's Representative and the Executive Director of Programming of the Ryerson Students' Union, and shall report directly to the Employer's Representative or authorized designate.
2. The Director of Operations and Services shall fulfill the following responsibilities:
  - a. In consultation with the Director of Programming, advise and assist the Executive in maintaining and improving the financial and service operations and to ensure the long-term viability of the organisation;
  - b. Work with the Executive, the Director of Programming and the appropriate staff to develop and implement: policy, procedures and long-range plans; annual goals and objectives; services to meet the needs of the membership;
  - c. Develop financial control protocols and accountability measures;
  - d. Direct, oversee and monitor all financial matters, including but not limited to budgeting, banking, payroll, auditing, benefit plan administration, accounting, and managing the Students' Union's investment portfolio;
  - e. Ensure the receipt and proper reconciliation of membership dues and student levies;
  - f. Ensure compliance with all applicable laws and government regulations, including the submission of all corporate filings;

- g. Develop and implement appropriate policies and systems to promote the efficient operation of the Students' Union's offices and services and to ensure the allocation of adequate resources and equipment for such purposes;
  - h. Coordinate, direct, oversee, and act as a resource for the Students' Union's services, including but not limited to: CopyRITE; the Used Book Room; International Student Identity Card (ISIC) distribution; transit discounts; bursary and grants systems; academic advocacy services; campus groups, course unions and affiliate groups services; Members' Health and Dental Plan; and Member Services Office administration;
  - i. Supervise the full-time staff in the areas described above, including but not limited to: Campus Groups Financial Coordinator; Copyrite Services Coordinator; Financial Coordinator; Internal Coordinator; Student Issues & Advocacy Coordinator; and other staff deemed necessary by the Employer's Representative;
  - j. Administer, advise, support, provide recommendations to members of the Executive in the area of labour relations and Collective Agreement administration of all full-time and part-time staff in their related area including but not limited to: Campus Groups Financial Coordinator; Copyrite Services Coordinator; Financial Coordinator; Internal Coordinator; Student Issues & Advocacy Coordinator; and other staff deemed necessary by the Employer's Representative; and other areas deemed necessary by the Employer's Representative;
  - k. In consultation with the Director of Programming, oversee the administration and proper implementation of applicable funding programs for part-time staff and summer student employees;
  - l. In conjunction with the Director of Programming, ensure that all part-time staff, summer student employees, and volunteers receive the appropriate orientation, training and supervision;
  - m. Assist with the orientation of incoming Executive and Board members and all new staff on all aspects of a member-driven, non-profit, non-share capital corporation, with particular focus on transparency, accountability, fiscal management, legal obligations and fiduciary responsibility;
  - n. Represent the Students' Union on Toronto Metropolitan University committees and decision-making bodies throughout the community as delegated by the Executive;
  - o. May be asked to represent the Students' Union on the Student Campus Centre Board and assist with the governance, promotions and operations of the Student Campus Centre; will provide recommendations to the Executive on contracts, policies, financial viability and services of the Student Campus Centre to ensure the operating Agreement is adhered to and students' needs are put first;
  - p. Assist the Director of Programming in the execution of their duties; and
  - q. Perform additional related duties as may be assigned, from time to time, by the Employer's Representative.
3. Hire, promote, retire, evaluate, reclassify, transfer, layoff, suspend, discipline or discharge full-time staff with the confirmation of the Employer's Representative in areas

of labour relations and the Collective Agreement to mediate issues that may arise in the workplace.

4. The Director of Operations shall use their best efforts at all times to promote the best interests of the Toronto Metropolitan Students' Union. They shall not disclose the Students' Union's private affairs or confidential information, or use or allow anyone to use such information for his own purposes or those of any other individual or organisation.
5. Advise, assist with, oversee and act as a resource to Management members in all aspects of the Students' Union; each Executive Director is required to attend meetings of the Executive Committee and the Board for the purpose of providing regular updates and making recommendations to Management.

## **Necessary Next Steps**

- Ratification of proposal by the Board of Directors
- Implementation by Management
- Letter of Offer to Corey Scott
- Notification to Bargaining Unit Members and the Union
- Training and onboarding for organizational staff

## **Motion**

Whereas the TMSU has a responsibility to provide fantastic events, superb cost-saving services and meaningful advocacy; and

Whereas the current human resource structure is under-resourced and stretched thin; and

Whereas the current executive and board team is under-resourced and stretched thin and shows an immediate need for additional management support; therefore

Be it resolved that the Toronto Metropolitan Students' Union empower Management to implement a six-month trial two Executive Director structure with management rights; and

Be it further resolved that the students' union provide a Letter of Offer to Corey Scott as the Executive Director Programming; and

Be it further resolved that an update be provided at the next Board of Directors meeting.

# Director of Programming Proposal

## Context

In the past, the students' union has had a variety of Management structures to meet the human resource needs of the organization - this has included two Executive Directors, Financial Controllers, Operations Managers and title changes in duties. Since taking office in May, it is clear that the current Management structure is overwhelming for a student President and one Executive Director - especially given the current context of return to campus planning.

## Temporary Measures and Recommendation

A Director of Programming shall be created temporarily for six months with consistent review throughout the period. This will allow the TMSU to hire a qualified candidate immediately, but provide the mobility to maneuver the organization through this trial period. The position would hold management rights in selected parts of the organization but would report to the Executive Director. This will ensure a clear process for management direction and support.

A Director of Programming would specifically support many of the membership-facing programs of the organization and provide critical support to the staff and board team.

I am recommending the TMSU provide a Letter of Offer to Corey Scott to fill the Executive Director Programming role. I believe that Corey's past experience with the TMSU as a staff member, strong knowledge of the campus, experience in management and his proven commitment to good governance makes him an ideal candidate to step into this role to help set a path forward. If the position was made permanent then we would proceed with a formal hiring process.

## Supervisional Structure

3. Executive Director
  - a. Campus Groups Financial Coordinator
  - b. Copyrite Services Coordinator
  - c. Director of Programming
  - d. Financial Controller (if applicable)
  - e. Financial Coordinator
  - f. Internal Coordinator
  - g. Student Issues & Advocacy Coordinator
  - h. Health & Dental Plan Coordinator (Gallivan)
  - i. Legal Aid Clinic Coordinator
  - j. May also supervise part-time staff members

4. Executive Director Programming:
  - a. Centre for Safer Sex & Sexual Violence Support Coordinator
  - b. Equity & Campaigns Organizer
  - c. Events & Sponsorship Coordinator
  - d. Good Food Centre Coordinator
  - e. Graphic Designer & Coordinator
  - f. Communications Coordinator (Temporary)
  - g. May also supervise part-time staff members

## **Job Descriptions**

### **Executive Director Programming**

6. The Director of Programming shall be responsible to perform the duties and responsibilities as outlined below. The Director of Programming shall perform such duties in consultation with the Executive and the Director of Operations of the Toronto Metropolitan Students' Union (the Students' Union), and shall report directly to the Employer's Representative or authorized designate.
7. The Director of Programming shall fulfill the following responsibilities:
  - a. In consultation with the Executive Director, advise and assist the Executive in maintaining and improving the organisation's responsiveness to, advocacy for, and representation of its membership;
  - b. Work with the Executive, the Executive Director and the appropriate staff to develop and implement: policy, procedures and long-range plans; annual goals and objectives; community services; campaigns; skills development, communications and promotion strategies; events; and out-reach programmes;
  - c. Assist with, direct, oversee, and act as a resource for the Students' Union's community services and member outreach programmes, including but not limited to: the Equity Service Centres; student groups; course unions; and affiliate groups;
  - d. With Management and relevant staff, direct and oversee the development and coordination of a communications strategy to ensure the Students' Union's effective and inclusive communication with its membership through various different media, including but not limited to: physical and digital promotional materials; advertisements; letters; posters; signage; and direct interaction;
  - e. Oversee the development and coordination of an outreach strategy that promotes membership awareness, involvement, and diversity;
  - f. Assists the Executive Committee in the administration of the Students' Union media relations strategy;
  - g. Assist and coordinate the Students' Union's collaboration within the student movement and with other organisations that share common aims and objectives of the Students' Union;



- h. Oversee the development and coordination of campaigns strategies that promote the diverse needs and interests of Toronto Metropolitan students, as well as assist with, direct, oversee, and act as a resource for implementation of campaigns jointly undertaken with other students' unions and associations on campus, provincially and nationally;
- i. In consultation with the Executive Director and relevant staff, develop and implement a promotions strategy for the Students' Union's services, including those jointly undertaken with other students' unions through the Federation;
- j. Assist with, direct, oversee, oversee design and act as a resource for the production of promotional materials including the Members' Handbook and Dayplanner and the Students' Union's website;
- k. Supervise the full-time staff in the areas described above, including but not limited to: Communications Coordinator; Centre for Safer Sex & Sexual Violence Support Coordinator; Equity and Campaigns Organiser; Events & Sponsorship Coordinator; Good Food Centre Coordinator; Graphic Designer and Coordinator; and other staff deemed necessary by the Employer's Representative;
- l. Administer, advise, support, provide recommendations to members of the Executive in the area of labour relations and Collective Agreement administration of all full-time and part-time staff in their related area including but not limited to: Communications Coordinator; Centre for Safer Sex & Sexual Violence Support Coordinator; Equity and Campaigns Organiser; Events & Sponsorship Coordinator; Good Food Centre Coordinator; Graphic Designer and Coordinator; and other areas deemed necessary by the Employer's Representative;
- m. In conjunction with the Executive Director, ensure that all part-time staff, summer student employees, and volunteers receive the appropriate orientation, training and supervision;
- n. Oversee the administration & proper implementation of applicable funding programs for part-time staff and summer student employees;
- o. Assist with the orientation of incoming Executive and Board members and all new staff on all aspects of a member-driven representation and advocacy, including but not limited to: democratic structures of the Students' Union; the administrative structures of the University; other decision-making bodies and representative groups within the University community;
- p. Represent the Students' Union on Toronto Metropolitan University committees and decision-making bodies throughout the community as delegated by the Executive;
- q. May be asked to represent the Students' Union on the Student Campus Centre Board and assist with the governance, promotions and operations of the Student Campus Centre; will provide recommendations to the Executive on contracts, policies, financial viability and services of the Student Campus Centre to ensure the operating Agreement is adhered to and students' needs are put first;
- r. Assist the Executive Director in the execution of their duties; and
- s. Perform additional related duties as may be assigned by the Employer's Representative.

8. Hire, promote, retire, evaluate, reclassify, transfer, layoff, suspend, discipline or discharge full-time staff with the confirmation of the Employer's Representative in areas of labour relations and the Collective Agreement to mediate issues that may arise in the workplace.
9. The Director of Programming shall use their best efforts at all times to promote the best interests of the Toronto Metropolitan Students' Union. They shall not disclose the Students' Union's private affairs or confidential information, or use or allow anyone to use such information for his own purposes or those of any other individual or organisation.
10. Advise, assist with, oversee and act as a resource to Management members in all aspects of the Students' Union; required to attend meetings of the Executive Committee and the Board for the purpose of providing regular updates and making recommendations to Management.

### **Executive Director Operations**

- ~~6. The Director of Operations shall be responsible to perform the duties and responsibilities as outlined below. The Director of Operations shall perform such duties in consultation with the Employer's Representative and the Executive Director of Programming of the Ryerson Students' Union, and shall report directly to the Employer's Representative or authorized designate:~~
- ~~7. The Director of Operations and Services shall fulfill the following responsibilities:~~
  - ~~a. In consultation with the Director of Programming, advise and assist the Executive in maintaining and improving the financial and service operations and to ensure the long term viability of the organisation;~~
  - ~~b. Work with the Executive, the Director of Programming and the appropriate staff to develop and implement: policy, procedures and long range plans; annual goals and objectives; services to meet the needs of the membership;~~
  - ~~c. Develop financial control protocols and accountability measures;~~
  - ~~d. Direct, oversee and monitor all financial matters, including but not limited to budgeting, banking, payroll, auditing, benefit plan administration, accounting, and managing the Students' Union's investment portfolio;~~
  - ~~e. Ensure the receipt and proper reconciliation of membership dues and student levies;~~
  - ~~f. Ensure compliance with all applicable laws and government regulations, including the submission of all corporate filings;~~
  - ~~g. Develop and implement appropriate policies and systems to promote the efficient operation of the Students' Union's offices and services and to ensure the allocation of adequate resources and equipment for such purposes;~~
  - ~~h. Coordinate, direct, oversee, and act as a resource for the Students' Union's services, including but not limited to: CopyRITE; the Used Book Room; International Student Identity Card (ISIC) distribution; transit discounts; bursary and grants systems; academic advocacy services; campus groups, course~~

~~unions and affiliate groups services; Members' Health and Dental Plan; and Member Services Office administration;~~

- ~~i. Supervise the full-time staff in the areas described above, including but not limited to: Campus Groups Financial Coordinator; Copyrite Services Coordinator; Financial Coordinator; Internal Coordinator; Student Issues & Advocacy Coordinator; and other staff deemed necessary by the Employer's Representative;~~
  - ~~j. Administer, advise, support, provide recommendations to members of the Executive in the area of labour relations and Collective Agreement administration of all full-time and part-time staff in their related area including but not limited to: Campus Groups Financial Coordinator; Copyrite Services Coordinator; Financial Coordinator; Internal Coordinator; Student Issues & Advocacy Coordinator; and other staff deemed necessary by the Employer's Representative; and other areas deemed necessary by the Employer's Representative;~~
  - ~~k. In consultation with the Director of Programming, oversee the administration and proper implementation of applicable funding programs for part-time staff and summer student employees;~~
  - ~~l. In conjunction with the Director of Programming, ensure that all part-time staff, summer student employees, and volunteers receive the appropriate orientation, training and supervision;~~
  - ~~m. Assist with the orientation of incoming Executive and Board members and all new staff on all aspects of a member-driven, non-profit, non-share capital corporation, with particular focus on transparency, accountability, fiscal management, legal obligations and fiduciary responsibility;~~
  - ~~n. Represent the Students' Union on Toronto Metropolitan University committees and decision-making bodies throughout the community as delegated by the Executive;~~
  - ~~o. May be asked to represent the Students' Union on the Student Campus Centre Board and assist with the governance, promotions and operations of the Student Campus Centre; will provide recommendations to the Executive on contracts, policies, financial viability and services of the Student Campus Centre to ensure the operating Agreement is adhered to and students' needs are put first;~~
  - ~~p. Assist the Director of Programming in the execution of their duties; and~~
  - ~~q. Perform additional related duties as may be assigned, from time to time, by the Employer's Representative.~~
- ~~8. Hire, promote, retire, evaluate, reclassify, transfer, layoff, suspend, discipline or discharge full-time staff with the confirmation of the Employer's Representative in areas of labour relations and the Collective Agreement to mediate issues that may arise in the workplace.~~
- ~~9. The Director of Operations shall use their best efforts at all times to promote the best interests of the Toronto Metropolitan Students' Union. They shall not disclose the Students' Union's private affairs or confidential information, or use or allow anyone to use such information for his own purposes or those of any other individual or organisation.~~

- ~~10. Advise, assist with, oversee and act as a resource to Management members in all aspects of the Students' Union; each Executive Director is required to attend meetings of the Executive Committee and the Board for the purpose of providing regular updates and making recommendations to Management.~~

## **Necessary Next Steps**

- Ratification of proposal by the Board of Directors
- Implementation by Management
- Letter of Offer to Corey Scott
- Notification to Bargaining Unit Members and the Union
- Training and onboarding for organizational staff

## **Motion - Alternative**

Whereas the TMSU has a responsibility to provide fantastic events, superb cost-saving services and meaningful advocacy; and

Whereas the current human resource structure is under-resourced and stretched thin; and

Whereas the current executive and board team is under-resourced and stretched thin and shows an immediate need for additional management support; therefore

Be it resolved that the Toronto Metropolitan Students' Union empower Management to implement a six-month contract for a Director of Programming, with management rights and who reports to the Executive Director; and

Be it further resolved that the students' union provide a Letter of Offer to Corey Scott as the Director of Programming; and

Be it further resolved that an update be provided at the next Board of Directors meeting; and

Be it further resolved that management continue to investigate a long-term management structure.