#### Trent University LogoEXEMPT JOB DESCRIPTION

**Job Title:** Executive Director, Food, Conferences & Campus Payment Services

**Job Number:** X-307 | VIP: 1097

**Band:** EXEMPT- 10

**Department:** Student Affairs

**Supervisor Title:** Associate Vice-President, Students

**Last Reviewed:**  December 20, 2021

#### **Job Purpose:**

Reporting to the Associate Vice-President, Students, following broad policy objectives, the Executive Director provides strategic direction to multiple independent ancillary budget units, each with several subunits: Food Services, Conference and Hospitality Services, and the TrentU Card Office and the Campus Payment and Information Centre, an operating budget unit. The division provides services on all University campuses and leased residential spaces. Collectively, the group of services has top line revenue in excess of $15 million, with returns to the University operating budget surpassing 10% of top line revenue. The division has 6 exempt employees, 3 OPSEU members and approximately 85 student employees. Additionally, the incumbent directly manages all external food services contracts, employing more than 175 staff.

#### Key Activities:

***Food Services:***

Trent Food Services delivers a comprehensive food service program across all University campuses and properties through numerous contracted and in-house service providers. The primary function is to ensure a high-quality, good-value, transparent, responsive, educational, and sustainable food service operation at Trent University Symons Campus, Traill College, and the Village on Argyle and Trent Durham GTA, which enhances student and community life. Key aspects of this include working with the various operating partners, student leaders and the student body, and other stakeholders in order to achieve and surpass the expectations of the University community and to ensure the food services program is of the highest quality. The Executive Director consults on the day-to-day functions of the food services, monitors and oversees food services financials, ensures transparent communication regarding all aspects of the food services operation, and provides mechanisms for consultation and dispute resolution.

The food services operation consists of four dining halls, three retail outlets, and catering, The Planet North (Athletics), The Seasoned Spoon, The Trend at Traill College, Starbucks, The Ceilie, the Village on Argyle, Trent Durham GTA and vending operations. Combined annual sales of $11 million and a contribution of $1.5 million to the University.

As Chair of the Food Services Advisory Committee the incumbent seeks input on continuous improvement to the daily and long-term operations of Food Services.

The incumbent liaises with multiple offices on campus as well as with key stakeholders in the Peterborough area, including Peterborough Public Health and Durham Public Health.

As the majority of the food services program is delivered through third party contractors, the incumbent must use exceptional negotiation skills combined with advanced business acumen to leverage the unique attributes of each service provider in a manner that both elevates the food service program and reduces the total cost of operating the entire program.

The primary food services operator, providing both dining plan and retail sales across the Peterborough and Durham campuses, is contracted on a management fee basis, with overall operational decision-making responsibility resting in the hands of the incumbent. This includes decision-making related to all operational aspects of five serveries/dining halls on two campuses and three retail outlets, the prioritization of capital investments, food offerings and pricing, sustainability initiatives, staff training requirements, and facilitating feedback and resolutions between clients (including students with dining plans) and the operator. With this contract model, particular finesse is required to ensure that the contractor is responsive to identified campus needs, while at the same time the incumbent is responsible for decisions arising from the university that could result in potential financial losses.

Working closely with Purchasing, the incumbent acts as the project leader for all Request for Proposal processes related to extended or new services at all Trent operated properties. Particularly with respect to the primary operator, this process involves extensive community consultation, crafting of negotiable RFP documents, assessment of complex bids, awareness of contract intricacies such as fee models, sourcing, rebates, overheads, menu development, nutrition, subcontracting, franchising, and capital project financing.

***Conference & Hospitality Services:***

The Director, Conference and Hospitality Services acts as an independent budget developer and oversees four business units: Conference Services, The Ceilie, Starbucks and Hospitality Services.

Conference Services oversees summer conference operations, coordinating summer housing, food service delivery, classroom and other space bookings, recreational activities, and technical support. Conferences also coordinates special events and youth programs.

The University Centre Starbucks franchise is self-operated by the university in a partnership model with the Trent Central Student Association (TCSA). This requires direct oversight of Starbucks management and regular consultation with the TCSA.

The Ceilie Pub is self-operated by the university and includes both food and liquor licensed service, and includes both regular operations and, from time to time, special events.

***Campus Payment & Information Centre:***

The incumbent oversees the Manager of Campus Payment and Information Centre*,* with three distinct components*:* Campus Payments, a campus wide Information Centre and the TrentU Card Program. The Manager is responsible for budget management, personnel, planning, safety initiatives, programming, and assessment. This includes working collaboratively with a variety of departments, across all campuses, including Student Affairs departments, Colleges, Security, Registrar’s Office, Parking, Housing, Print and Post, Finance, Human Resources, Information Technology, and external university service providers. This includes communication, marketing, budgeting, vendor management, and service delivery.

The Campus Payment Centre is responsible for implementing and managing a fully integrated enterprise e-commerce platform to be used for most online commerce across campus, seamlessly integrating all payment methods for students; student accounts, TrentU Card, debit/credit, wire and e-transfers, international payments, and refunds, with annual transaction value of approximately $65 million.

The Campus Information Centre is a hub located in Blackburn Hall which also includes frontline advice to students, wayfinding, distribution of TrentU Cards, assembly and communication of student frequently asked questions and appropriate referrals to service points in the building and across campus for students and campus visitors needing assistance. The Campus Information Centre will develop and maintain a comprehensive, campus wide, multi-departmental on-line database of frequently asked questions.

The TrentU Card program includes partnerships with on-campus and off-campus food services vendors and other service partners in both Peterborough and Durham. This office is responsible for seeking out partnerships, negotiating terms and contracts, and determining the viability of participation in the meal plan program.

***Leadership & Strategic Development:***

* Development, implementation and evaluation of overall vision, strategy and operational plans for all functions within the division, supporting the University’s strategic and academic plans. Identify systemic issues for consideration and improvement and opportunities for strategic change.
* Monitor trends and best practices within postsecondary education provincially, nationally, and internationally and interpret how forces and factors at play influence the University in general, and divisional functions specifically.
* Responsible for all day-to-day operations of the division.
* Lead the implementation and evaluation of annual strategic and operational plans that support the University’s strategic and academic plans for all functions within the division. Identify systemic issues for consideration and improvement and opportunities for strategic change.
* Monitor trends and best practices within postsecondary education provincially, nationally, and internationally and interpret influence on the University, adjusting operational plans accordingly.
* Ensure that all divisional components steadily enhance service provisions.
* Serve on campus and district committees and/or on committees of professional and regulatory organizations and interact with officials at the regional, provincial, and national levels.
* Develop and administer the staffing, operational and other departmental budgets to ensure compliance and the necessary resources for the effective operations of divisional components.
* Develop and administer risk management procedures for the division including the development of Emergency Response and Business Continuity Plans.
* Collaborate closely with other units to identify opportunities for improved service provision. Provide a leadership role in ensuring strong and productive working relationships between the division and other units involved in the provision of student services.

***Service Delivery:***

* Ensure effective management of service provision across all areas of the division which supports evolving student, staff, faculty, and other client demographics. Ensure the effective delivery of service that reflect students’ preferences and expectations balanced with policies, best practices, and strategic priorities.
* Establish policies and procedures that define the priorities for service delivery. Ensure policies and procedures are in place that accommodate accessibility needs for service delivery and meet AODA requirements.
* Collaborate with service partners to resolve conflicts equitably. Adjudicate requests for exceptions to policies and principles by departments, students, student groups, external users.
* Monitor provincial, national, and international trends in service delivery and analyze how service delivery within the division impacts stakeholders.
* Provide internal and external reports as required by the University and by government agencies regarding the allocation of funds including Tuition Set-aside, endowed bursary, and scholarship funds.
* Accountable for the delivery of financial literacy and other programming intended to enhance student success and the mandate of enrolment services.
* Ensure the timely submission and accuracy of reports to various ministries. Represent the Office of the Registrar in all financial aid, scholarship, and bursary audit processes.

***Policy Development & Implementation:***

* Interpret policies, the Strategic Mandate Agreement and other provincial/national guidelines and implement appropriate procedures and processes within the division.
* Provide expert advice and information to students and staff regarding the interpretation and application of regulations and policies related to the activities of the divisional.
* Provide reports, analyses, and recommendations required for policy formulation. Recommend changes to university financial aid, scholarship, and bursary related policies.

***Human Resources:***

* Provide leadership to the senior staff in the division.
* Hire, train and supervise direct reports.
* Develop and implement staff development plans and conduct yearly performance appraisals for direct reports and ensure appropriate and consistent application of policies for junior level and student staff.

***Committees:***

* Chair, Food Services Advisory Committee, with four working groups.
* Active participation in numerous University committees.

#### Education Required:

* Masters’ Degree in Business, Hospitality Management or similar discipline is required.
* Professional certifications related to Food Services, Management, Auxiliary Services or Business are required.

#### Experience/Qualifications Required:

1. More than ten years full-time professional and progressive ancillary/food services management experience in a post-secondary environment is required.
2. Experience in a unionized environment is required.
3. Demonstrated and innovative understanding of ancillary services delivery in a post-secondary environment.
4. Excellent verbal, written and cross-cultural communication skills, including marketing, meeting management, and stakeholder engagement. Innovative approach to consultation and transparency.
5. Demonstrated ability to exercise good judgement, creativity, initiative, and sound decision-making in managing ancillary services.
6. Demonstrated ability to motivate and engage a campus community around issues related to food services, hospitality, one card and e-commerce.
7. Tact, diplomacy, and empathy for multiple viewpoints are required. Strong conflict resolution skills are required.
8. Demonstrated financial management and budget planning expertise.
9. Demonstrated understanding of facilities and project management.
10. Demonstrated knowledge and experience related to educational initiatives around food issues, including nutrition, health eating, specific food needs (medical, cultural, and religious), local procurement, and sustainability.
11. Ability to interact and work with a wide variety of individuals, with a demonstrated appreciation and application of diversity and equity principles.

**Job Evaluation Factors:**

**Analytical Reasoning**

* Incumbent is required to manage complex stakeholder needs, which may involve conflicting values (e.g. price vs. quality, value vs. profit, etc.). Decisions may involve competing requirements around scarce resources. Managing the relationship between the University and its members, the Operators, and external stakeholders is complex and requires an extremely high degree of reasoning and exceptional negotiation skills.
* The incumbent will work with multiple stakeholders, including the Head of Durham GTA, College Principals, Director, Athletics and Recreation, internal and external operators, the TCSA and TDSA, multiple student groups, balancing competing interests and needs, to create the best practical outcome.
* Work requires a very high level of analytical reasoning. Areas of responsibility are broad, complex, and multi-faceted. Judgement and critical thinking are required in interpreting and administering complex, and sometimes competing, university and government regulations and programs. Incumbent uses logical, rational, evidence based, evaluative, and critical thinking to define problems, develop alternatives, and propose plan and implement solutions.

**Decision Making**

Authority for planning and strategic decision making on issues that are diverse and complex. Incumbent receives general guidance from the AVP Students and internal and external policies that are often broad. Responsible for strategy, planning, and execution of work and programs with reference to supervisor only where significant impact to the University is concerned.

* Incumbent makes decisions related to $15M in budget expenditures, including complex decisions related to the fee model, budget consultations, transparency of information, and meeting strategic university objectives.
* Responsible for overseeing the response to a range of individual and community food service needs.
* Responsible for enhancing and upholding the overall quality of Trent’s food services operation, which has a significant effect on student satisfaction/retention and university reputation.
* Responsible for managing complex relationships between university departments, external contractors, student associations, and in-house operations. Overseeing consultative and collaborative decision-making processes requires sensitivity to balancing multiple and potentially conflicting needs.

**Impact**

**Food Services**

This portfolio oversees an ancillary budget with multiple internal and external operators. Any errors in judgement results in direct loss to students paying fees. University operating money does not offset this budget. Errors in judgement regarding food service satisfaction can have significant negative impact on student, staff and institutional reputation, legal and fiscal status. The quality of the dining experience is a contributor to student retention and is often cited in external university rankings and assessments including MacLean’s University ranking.

Failure to properly direct and oversee the work of internal and contracted food service providers could result in a food borne illness outbreak which would have significant reputational and financial impact for the University.

**Conference & Hospitality Services**

The business booked by the department impacts the university on a financial, resource and reputational level by generating revenue for spaces and employing regular and student staff. Complexities may also arise with respect to external organizations, ranging from client satisfaction to reputational issues (e.g., if a controversial event or activity is booked).

**Campus Payment & Information Centre**

Impact on the organization is significant and long term. The e-commerce platform is the primary option for all online sales for the University including donations, events, and retail sales. The delivery of secure e-commerce and payment options is a significant enterprise risk area addressed by this operation. Appropriate application of Payment Card Industry compliance standards (PCI) will provide greater data security and reduce the University’s reputational and financial risk.

**TrentU Card Program**

* Operates as an ancillary budget. Any errors in judgement or mishandling of funds will result in a direct loss for the University and a direct loss to students paying fees. University operating money does not offset this budget.
* Errors have a significant impact on student life and extends to other departments. Errors could cause interruption of services including access to residences/labs/offices, access to residential dining plans, access to service areas such as athletics, health services, counselling services, library services.

**Responsibility for the Work of Others**

Direct Responsibility:

* Director, Conferences & Hospitality Services
	+ 4 direct reports, 80 indirect reports
	+ 2 internal food service operations
* Manager, Campus Payment & Information Centre
	+ 1 direct report, 6 indirect reports

Indirect Responsibility:

* 7 service providers with a total of over 175 front line service staff.
* Liaison with Operators’ senior management and specialized staff.
* Approval of work orders for Facilities Management and setting expectations of service provided.
* Multiple contractors and vendors who provide service in areas of responsibility.

**Communication**

Communication requires consulting on issues, presenting complex information, explaining analysis and rationale, and making recommendations. The job requires regular communication throughout the organization, as well as with many external partners and organizations.

Internal:

* Facilities Management (maintenance and caretaking to food services).
* Student Affairs Directors notably Director of Housing.
* Risk Management.
* Health and Safety.
* Campus Safety.
* Information Technology.
* TrentU Card Office.
* Recruitment.
* Head of Durham GTA.
* College Principals.
* Student leaders (Trent Central Student Association, Trent Durham Student Association, Graduate Student Association, and College Cabinets).
* Food-related student groups.
* Faculty/departments specializing in food-related and sustainability areas.
* All University stakeholders concerned with food service quality and front-line ancillary service delivery.

External:

* Peterborough Public Health.
* Durham Public Health.
* Ontario Alcohol, Lottery and Gaming Commission.
* External food services providers.
* Franchise partners.
* Contractors for maintenance.
* External catering clients.
* Local farmers and food service vendors.
* Network of other food service directors; Canadian College and University Food Service Association, National Association of College Auxiliary Services, National Association of Campus Card Users.

**Motor/Sensory Skills**

* Required computer skills for word processing, web and marketing development, financial analysis.
* Understanding of point-of-sale and campus one card software systems.
* Active listening.
* Conflict resolution.

**Effort**

Mental:

* High degree of mental effort required.
* Routinely deals with several, often unrelated, complex issues at the same time and solving complicated problems as they arise.
* Must be able to make complex decisions in a high volume, busy environment and responds to issues as they develop.
* Deal with multiple and competing deadlines and must establish priorities to ensure all tasks are completed in a timely manner.
* Must be responsive and provide guidance to staff when university or government regulations change.
* Sometimes change is sudden; must respond appropriately and offer guidance to staff.
* Must interpret complex policies and regulations which are often conflicting or not in alignment.
* Ability to develop budgets with accurate forecasting and then to manage and take corrective action as required.
* Ability to work with a potentially volatile stakeholder group to ensure operations and support.

Physical:

* Varying and extended hours of work required, often extending to 10 to 12 hours per day, including frequent evenings and weekends.
* Prolonged periods of work (7 to 12 consecutive days) are common.

**Working Conditions**

Physical:

* Work is in multiple locations, primarily in-doors.
* Occasional exposure to high temperatures in production areas.

Psychological:

* Must use discretion and tact in stressful situations.
* Sensitivity is required when dealing with complex and confidential student issues.
* Must be empathetic and responsive to students who are in crisis or in stressful situations.
* Must be sensitive to the needs of students and be able to recognize those who require help beyond the services offered within the division, accessing appropriate support services as required.
* Potentially high-risk decisions can have a significant impact on customer’s health and the University’s reputation.
* Potentially managing complex/crisis situations.