

University of Toronto Women's Student Association – Constitution
Last updated: May 26, 2025

Article I: Name of Organization

1. The official name of the organization will be the University of Toronto Women's Student Association.
2. The University of Toronto Women's Student Association may be referred to by the acronym UTWSA.

Article II: Purpose

Mission statement: To equip self-identifying women with effective resources and empower them to tackle their goals.

Our three objectives include:

1. Bring awareness to the social gaps and lack of opportunity in the professional industry for self-identifying women and provide a space to facilitate this conversation at the university level
2. Form a community wherein students can find a safe space to seek advice or support through our tailored programming while empowering members to seek out new experiences within and beyond post-secondary education
3. Educate and encourage the University of Toronto community to broaden their knowledge and practice allyship through participating in intentional campaign initiatives and events which promote female empowerment

We aim to achieve the objectives above through our unique campaigns, programming, and events. Our mentorship and membership program provides a chance for students to build their networks and create more personal relationships with like-minded professionals. We aim to be the bridge that enables students to interact with, and learn from, successful alumni that have effectively navigated their career paths since graduation. On the educational aspect, we aim to leverage our ever-growing social media platforms to inform our following, and the broader UofT student body, issues such as but not limited to the wage gap, COVID's unequal impacts on discriminated populations, and the Black Lives Matter movement. As an attempt to fill the gaps in between our ongoing campaigns and programming, we intend on hosting events and workshops that focus on programs often left unprioritized at UofT.

Article III: Membership

3.1. Membership in UTWSA is open to currently registered students of the University of Toronto.

3.2 UTWSA Staff, faculty, or alumni members may hold non-voting executive positions. These non-voting executive positions shall be limited to a maximum of one (1) or ten per cent (10%) of the full executive body.

3.3 The term of membership will be one year.

3.4 The membership fee for UTWSA is free, except during special promotional discounts, when it can be reduced.

3.5 Each member shall be afforded the following rights through membership in UTWSA:

- a. The right to communicate and to discuss and explore all ideas;
- b. The right to engage in activities/events that are reasonable and lawful;

- c. The right to freedom from discrimination on the basis of sex, race, religion, or sexual orientation;
- d. The right to be free from censorship, control, or interference by UTWSA on the basis of the organization's philosophy, beliefs, interests or opinions unless and until these lead to activities which are illegal or which infringe on the rights and freedoms already mentioned above;
- 3.6 Each member shall possess the following responsibilities relative to participation in UTWSA:
 - a. Support the purpose of the organization;
 - b. Uphold the values of the organization;
 - c. Contribute constructively to the programs and activities offered by the organization;
 - d. Attend events and activities in which they expressly make a commitment to participate in;
 - e. Abide by the constitution and subsequent official organizational documents;
 - f. Respect the rights of peers and fellow members;
 - g. Abide by University of Toronto policies, procedures, and guidelines;
 - h. Abide by the Laws of the Land, including but not limited to the Criminal Code of Canada.
- 3.7 Membership in UTWSA includes access to the exclusive LinkedIn and Facebook group along with priority and special access to UTWSA events.
- 3.8 The UTWSA values and respects the personal information of its members. The UTWSA secures its member's information at all times and will not supply names or other confidential information to third-parties.
- 3.9 The UTWSA will protect the privacy of member information and shall use it only for the delivery of service and not for commercial gain.

Article IV: Executives

- 4.1 The executives of the organization shall include two (2) Co-Presidents, two (2) Director of Operations, two (2) Directors of Marketing, one (2) Directors of Public Relations, two (2) Directors of Corporate Relations, two (2) Directors of Conference, one (1) Director of Finance, two (2) Directors of Mentorship, two (2) Directors of Membership and two (2) Directors of Events.
 - 4.1.1 Only for the year of creation of the UTWSA will there be two (2) Presidents allowed whose term will extend to the following school year after its creation. Following this, Co-Presidents will be in office for one academic year, and will have to run for reelection.
- 4.2 The broad responsibilities of each executive position are as follows:
 - 4.2.1 The Presidents act as the chief executive officers of the organization. (Appendix B)
 - 4.2.3 The Directors of Events are the chief programming officers of the organization. (Appendix C)
 - 4.2.4 The Directors of Conference are the chief programming officers of the organization's annual conference. (Appendix D)
 - 4.2.5 The Director of Finance is the chief financial officer of the organization. (Appendix E)
 - 4.2.6 The Directors of Corporate Relations are the chief development officers of the organization. (Appendix F)
 - 4.2.7 The Directors of Operations are the chief administrative officer of the organization. (Appendix H)
 - 4.2.8 The Directors of Marketing are the chief brand officers of the organization. (Appendix G)
 - 4.2.8 The Directors of Membership is the chief communications officer of the organization. (Appendix I)
 - 4.2.9 The Directors of Public Relations is the chief outreach officer of the organization. (Appendix J)

- 4.2.10 The Directors of Mentorship are the chief development officers of the organization. (Appendix K)
Appendices accompanying this constitution.
- 4.3 The executive positions collectively will form a committee that acts as the primary steward of the organization.
- 4.4 This committee is collectively responsible for the day-to-day decision making of the organization including but not limited to monitoring finances, event planning and execution, member services, and advocating on behalf of members to Administration and student government.
- 4.5 This committee cannot make amendments to the constitution without the approval of the general membership at a valid general meeting.
- 4.6 The term of each executive will last from May 1 following their election to April 30 of the following year.
- 4.7 Any executive of the organization may resign, provided that such resignation is made in writing and delivered to both Presidents. Unless any such resignation is, by its terms, effective on a later date, it shall be effective on delivery to the Presidents, and no ratification by the organization shall be required to make the resignation official.
- 4.8 Any vacancy of executives shall be filled by the Presidents or designate of the organization until such a time where a by-election is held, a permanent appointment occurs, or a hiring process is conducted.
- 4.9 If either President resigns, notice of such resignation must be submitted in writing and delivered to the executive committee at a valid executive meeting. Unless any such resignation is, by its terms, effective on a later date, it shall be effective on delivery to the executive committee, and no ratification by the organization shall be required to make the resignation official.
- 4.10 Any vacancy of either Presidents shall be filled by the designated appointed by a simple and clear majority of the executive committee until such a time where a by-election is held, a permanent appointment occurs, or a hiring process is conducted.
- 4.10.1 In the event of the first two (2) school years after creation where there are two (2) Presidents, should a vacancy for one (1) of the Presidents become available, the position of the 2nd President will be abolished, and they will continue on following the general structure of executives with 1 President.

Article V: Removal of Committee Members and Executives

- 5.1 The process for removing a committee member or executive may be initiated when a committee of no less than two (2) executives appointed by the executive committee to investigate a complaint determines that:
- 5.1.1 A committee member or executive has engaged in unlawful actions or activities;
- 5.1.2 A committee member or executive has violated the constitution;
- 5.1.3 A committee member or executive has violated University of Toronto policies, procedures, or guidelines
- 5.1.4 A committee member or executive has violated the rights of a fellow member;
- 5.1.5 A committee member or executive has not fulfilled their organizational responsibilities as defined by their job description;
- 5.1.6 Other criteria deemed to be appropriate by the Executive Committee.
- 5.2.1 A petition calling for a vote and bearing the signatures of at least fifty (50) University of Toronto students submitted to any member of the executive.
- 5.2.2 A motion for a removal vote is put forward by any member of the executive and passed by a two-thirds ($\frac{2}{3}$) majority vote of the executives. The individual facing potential removal vote is entitled to vote on the motion if they are an executive or be given an opportunity to explain

- themselves if they are a committee member.
- 5.3. The removal of members and executives will be facilitated by a *three* (3) tier procedure which operates as follows:
1. First Tier:
 - a. The executive or committee member will be warned both verbally and in writing that their behavior constitutes grounds for removal from the organization and that it should cease effective immediately.
 2. Second Tier:
 - a. Initiated because the committee member or executive has violated Section 5.1 after receiving a first tier warning relative to a particular action or behavior.
 - b. The President(s) or designate will be responsible for contacting the executive or committee member and facilitating training or suggesting best practices on how to correct the issues of concern.
 - c. The President(s) or designate must address all complaints in writing by formulating an action plan and timeline to correct any issues involving executives or committee members within fourteen (14) calendar days.
 - d. The executive or committee member accused of violating Section 5.1 will be given fourteen (14) calendar days from receiving the President(s) or designate's written response to demonstrate progress or correction of behavior.
 3. Third Tier:
 - a. Initiated because the committee member or executive has violated Section 5.1 after receiving a second tier warning relative to a particular action or behavior.
 - b. The removal vote must take place at a valid executive meeting. A representative supporting the motion for removal and the executive or committee member facing removal (or an individual they designate) may speak for up to five (5) minutes each.
 - c. The removal of an executive or committee member requires a two-thirds ($\frac{2}{3}$) majority vote of all executives present at a valid executive meeting. The executive facing removal is entitled to vote on the motion. The committee member is not entitled to a vote at an executive meeting.
- 5.4. Any member facing removal shall have the right to appeal the decision of the Executive Committee to the general membership.
- 5.5. In the case of an appeal, a simple majority vote at a meeting of the general membership shall be required to sustain the revocation of membership.
- 5.6. Following a removal of membership, the member will be removed from the club's membership and will lose any privileges associated with being a member of the club.

Article VI: Finances

- 6.1 The funds of the organization shall be expended pursuant to the operating budget created by the executive committee, and approved by the Presidents by August of each year
- 6.2 Notwithstanding section 6.1, the executive committee may not approve or transfer any unbudgeted expenditure of the organization's funds above \$100.00 without the approval of the Presidents.
- 6.3 All Budgets shall be prepared by the Director of Finance in consultation with the President or

Presidents and the organization's other executives. The budget shall be created in accordance with the organization's priorities as determined by the executive committee using relevant market research.

- 6.4 The operating budget shall be the major budget for the fiscal year and provide for all expenditures of the organization for the subsequent year.
- 6.5 The operating budget shall be approved by a majority vote of all executive committee members present and voting at a valid executive meeting.
 - 6.5.1 The banking business of the organization, or any part thereof, shall be transacted with such bank, trust company or other firm or body corporate as the Executive may designate, appoint or authorize from time to time and all such banking business, or any part thereof, shall be transacted on the organization's behalf by one or more Officers or other persons as the Executive may designate, direct or authorize from time to time and to the extent thereby provided.
 - 6.5.2 One (1) President and the Director of Finance shall be the sole signing authorities of banking instruments and contracts for the organization. UTWSA will ensure that proper and accurate financial records are maintained and passed on to incoming executives following each year's elections.
 - 6.5.3 UTWSA will accept full financial and production responsibility for all activities it sponsors, plans, or executes.

Article VII: General Meetings

- 7.1 The purpose of General Meetings is to provide a forum for executives to overview the activities of the organization and solicit feedback from members, to engage in policy-making, to propose amendments to the constitution, and to report on the financial status of the organization.
- 7.2 General meetings will be facilitated by the Director of Operations as the Chairperson. The Chairperson shall be responsible for:
 - 1. Formulating and distributing an agenda for each meeting no later than two (2) days before the meeting;
 - 2. Ensuring appropriate conduct and leading the meeting in an efficient, reasonable manner;
 - 3. Moderating the discussion at meetings according to the agenda;
 - 4. Suspending members from participating in meetings for constitutional or procedural violations.
 - 5. Delegating attendance taking to a member in their team
- 7.3 The procedure at meetings of members shall be governed in accordance with the process outlined in Appendix A.
- 7.4 There shall be a minimum of one (1) general meeting held each academic year. The date of this meeting will be confirmed by the executive committee and will be communicated to members via relevant media a minimum of seven (7) calendar days prior to the meeting.
- 7.5 General meetings may be called to order by the Presidents, through a petition by a petition signed by three (3) executive members, or by a petition signed by five (5) non-executive general members.
- 7.6 General meetings are open to registered members of the organization only. Quorum will first be established by the presence of a simple and clear majority of the executives.
- 7.7 For quorum to remain valid, the number of non-executive general members present at a general meeting must exceed the number of executives present at all times.
- 7.8 All executives are expected to make brief progress reports on their activities at every general meeting.
- 7.9 Minutes of all general meetings must be recorded and maintained for reference purposes.

- 7.10 Members must contact the Chairperson a minimum of forty-eight (48) hours before a general meeting to inform them of new business they wish to discuss. The Chairperson will then add the discussion item to the agenda.
- 7.11 Each member of the organization shall be entitled to one (1) vote at a general meeting except the Chairperson who shall only vote in the event of a tie.
- 7.12 Any question at a valid general meeting shall be decided by a show of hands.
- 7.13 Whenever a vote by show of hands occurs, a declaration by the chairperson that the vote upon the question has been carried, carried by a particular majority, or failed shall be recorded in the minutes of the meeting.
- 7.14 In case of an equality of votes at a valid general meeting, the Chairperson of the meeting shall have the deciding vote.
- 7.15 The Chairperson presiding over a meeting of members may, with the consent of the majority of members, decide to adjourn these meetings from time to time.

Article VIII: Executive Meetings

- 8.1 The purpose of executive meetings is to provide a forum for the organization's executives to discuss and make decisions on day-to-day matters affecting the organization.
- 8.2 Executive meetings will be facilitated by the Presidents of the organization. The President or Presidents shall be responsible for:
 - 1. Formulating and distributing an agenda for each meeting;
 - 2. Ensuring appropriate conduct and leading the meeting in an efficient, reasonable manner;
 - 3. Moderating the discussion at meetings according to the agenda;
- 8.3 There shall be a minimum of one (1) executive meeting held every two (2) weeks during the period September 1 to April 30. The date of each subsequent executive meeting will be confirmed at the preceding meeting and will be reiterated to executives via email a minimum of two (2) calendar days prior to the meeting.
- 8.4 The frequency of executive meetings occurring between May 1 and August 31 will be left to the discretion of the executive committee.
- 8.5 Executive meetings may be called to order by the Presidents or through a petition signed by three (3) executive members.
- 8.6 Executive meetings are restricted to executive members only unless consideration is being given to removal of a committee member or executive in which case the individual facing removal is entitled to be present. Quorum will be established by the presence of a simple and clear majority of the total executives for the organization.
- 8.7 Minutes of all executive meetings must be recorded and maintained for reference purposes.
- 8.8 Executives must notify the President a minimum of three (3) days before an executive meeting to inform them of new business they wish to discuss. The President will then add the discussion item to the agenda.
- 8.9 Each executive member of the organization shall be entitled to one (1) vote at a valid executive meeting.
- 8.10 Any question at an Executive Meeting shall be decided by a show of hands.
- 8.11 Whenever a vote by show of hands occurs, a declaration by the President that the vote has been carried, carried by a particular majority, or failed shall be recorded in the minutes of the meeting.
- 8.12 In case of an equality of votes at an Executive Meeting, the motion will be recorded as having failed.
- 8.13 The President may, with the consent of the majority of executives, decide to adjourn these meetings from time to time.

Article IX: Emergency Meetings

- 9.1 Emergency meetings can be called for extenuating or unforeseen circumstances that may arise from time to time.
- 9.2 These meetings must abide by the respective rules outlined in sections VII and VIII depending on the nature of the meeting.
- 9.3 Notice of these meetings must be provided a minimum of twenty-four (24) hours in advance through email.
- 9.4 Less notice for emergency meetings may be provided at the discretion of the President in agreement with a minimum of five (5) general members.

Article X: Elections

- 10.1 The executive committee shall form an Elections Committee, appointing one (1) Chief Returning Officer (CRO) and two (2) Scrutinizers from the general membership. The Elections Committee is responsible for conducting the annual elections in March. Members of the Elections Committee must be impartial and disclose any conflicts of interest.
- 10.2 The CRO shall accept nominations only from group members that are also registered U of T Students for candidacy.
- 10.3 The CRO shall select three (3) election dates before March 30th for the voting period. These dates will be announced in a minimum of two (2) weeks prior to elections dates and must fall on weekdays.
- 10.4 The CRO and Scrutinizers shall provide each U of T Student with a paper ballot on the voting dates and ask the member to place their ballot in an enclosed box.
- 10.5 In preparation for a tie, the CRO shall select an executive from amongst the executive committee, to cast their ballot and seal it in an envelope. In the event of a tie for an executive position, one of the two Scrutinizers shall break the seal and count the ballot in order to break the tie.
- 10.6 After the election is over, the CRO and Scrutinizers shall count the ballots. The candidate with the most votes shall be elected to the position. The CRO and Scrutinizers shall submit a report of the results of the elections to the Executive Committee and general members.
- 10.7 Registered U of T members may not vote by proxy. Non-U of T members may not nominate or vote in elections.
- 10.9 Term of executive positions shall be from May 1st of the current school year to April 30th to the following school year.

Article XI: Amendments

- 11.1 The organization may make, amend or repeal the constitution or certain this constitution. The Executive Committee will administer the process of having amendments discussed at general meetings.
- 11.2 Notice of a meeting called to consider such a resolution shall be given as follows:
 - 1. Notice of the full text of the proposed constitutional amendment shall be given to each member at least fourteen (14) days prior to the date of the meeting called to consider the change;
 - 2. A summary of the rationale for the proposed amendment shall be given to each member at least fourteen (14) days prior to the date of the meeting called to consider the change.
- 11.3 Amendments to the constitution require the approval of two-thirds ($\frac{2}{3}$) of the members present at a valid general meeting (a general meeting that has achieved quorum).
- 11.4 The general membership must have the final say on amendments to the constitution.

Appendix A: General Meeting Rules of Order

I. Call to Order

1. The Chairperson may call the meeting to order only if a quorum of executives and non-executive general members is present in person. If a quorum does not exist, the meeting is not qualified to conduct business. A general member may not appear by proxy or mail ballot.
2. The meeting must be open to all applicable general members. General members must receive notice of the meeting in accordance with the constitution.

II. Review of the Agenda

1. The first draft of the agenda is prepared by the chairperson prior to the meeting. Agenda items should ordinarily appear in the order set forth in these rules of order.
2. The agenda belongs to all general members. The agenda may be modified only by a majority vote. This power should only be used when necessary as proper functioning of meetings and the organization requires advance planning.
3. At this point in the agenda, general members may add or delete items from the agenda and may change the order of presentation.
4. When possible, changes to the agenda should be done by acquiescence of all general members. Formal voting on the agenda is only necessary where it appears to the chairperson that there is a disagreement.

III. Approval of Previous Minutes

1. The minutes need not be read aloud but they should be entered into the organization's official minute ledger upon approval by the general membership.
2. The minutes are prepared by either the secretary or some other individual appointed by the general membership to act as recording secretary. Any general member may suggest changes to the minutes before the general membership adopts them. The suggested changes should be set forth in the minutes for the record, and then the general membership should adopt or reject such changes.
3. Minutes should state precisely each motion considered by the general membership, and identify the general members voting in favor, against, or abstaining, and whether the motion was carried. Minutes need not reflect the comments made except in those instances when the member desires to make his/her comments recorded.
4. When possible, changes to the minutes and adoption of the minutes should be done by acquiescence of all general members. Formal voting on the minutes is only necessary where it appears to the Chairperson that there is a disagreement.

IV. Executive Reports

1. Executives may report their findings or recommendations to the general membership at this point of the agenda.
2. The full report should be presented and then general members, in turn, may ask questions or comment. It is not appropriate to make motions or discuss items of business during this portion of the meeting.
3. This time should also be used for any presentations to be made to the general membership.

V. Open Forum

1. It is the custom and practice of most organizations to allow general members an open forum to ask questions and speak about their concerns to an executive after a report has been provided.
2. Strict time limitations should be imposed by the Chairperson and these limitations must be enforced. Each general member should address the Chairperson regarding an issue and must speak courteously and to the point.

VI. Old and New Business

1. All items that were tabled during previous meetings must be revisited during the business portion of the agenda occurring after executive reports.
2. The general membership may vote to postpone consideration of any old business or it may remove any item from consideration.
3. Except in the case of emergency business, all new items of business are heard only after all of the old items have been addressed by the general membership.
4. All business must be conducted in the form of motions or resolutions adopted by a vote of the general membership.

VII. Motions and Deliberations

1. When an item of business is to be discussed, the Chairperson announces the item to be discussed and opens the floor to discussion.
2. No general member may speak until recognized by the Chairperson. No general member may interrupt the speaker who has the floor.
3. The Chairperson may impose reasonable time limitations. All time limitations must be uniformly imposed upon all of the general members. The speaker shall be given a one-minute warning before time runs out. By vote of a majority of the general membership, time limits may be extended.
4. The Chairperson is to recognize each general member in turn. Discussion shall be limited to the item of business at hand, and the Chairperson shall have the authority to take the floor from a speaker who does not limit discussion to the item of business at hand.
5. No general member may speak to an issue for a second time until all other general members have had the opportunity to speak to it for the first time. Likewise, no general member may speak to an issue for a third time until all other general members have had the opportunity to speak to it for a second time.
6. When it appears to the Chairperson that all general members have had the opportunity to fully discuss the matter at hand, the Chair should announce that the item of business is ready for a vote.

VIII. Voting

1. There are three (3) basic motions for each item of business:
 - a. A motion to adopt a specific action by the board.
 - b. A motion to postpone the item to another meeting (including fact-finding assignments to a person or committee).
 - c. A motion to remove an item from consideration
2. The general membership is limited to discussing one item of business at a time, but there are no limits to the number of motions that may be considered as to how to dispose of that item of business.

3. After the general membership has had the opportunity to discuss each motion presented for consideration, the Chairperson will call each motion presented to a vote.
4. The fact that a motion has been adopted or failed does not prevent the item of business from being added to the agenda in the future and all motions may be reconsidered at any time by the general membership.

Appendix B: Job Description – President (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working in collaboration with the Executives as well as a wide range of internal and external stakeholders, the Presidents as the chief executive officers for the organization. Through successful planning and execution of responsibilities relating to their role, the Presidents shall learn how to:

1. Evaluate the value and role of the organization within the University of Toronto student body;
2. Communicate the relevancy of the organization to all stakeholders;
3. Empower all stakeholders to take action congruent to the organization;
4. Foster lasting support amongst stakeholders by continuously adding meaning and value to actions relative to the organization.

Criteria for Selection

To participate in elections for the position of President, it is suggested that candidates meet the following criteria:

1. One or more years of experience holding a President, Directors, Director of Finance, Director of Corporate Relations, Director of Events or Director of Marketing role in a post-secondary student organization;
2. **OR** At least one academic year of experience as a committee member, volunteer or executive with the organization in which they're running;
3. Past experience in developing organizational or project goals and means of assessment or an equivalent combination of education and knowledge;
4. Past experience in managing complex internal and external relationships with the University faculty, staff, strategic partners and students or an equivalent combination of education and knowledge;
5. Past experience in volunteer management with a proven track record of motivating volunteers to achieve results pursuant to the goals of an organization or a project;
6. Develop a detailed written platform (to be posted publicly) of what proposed goals and strategies he/she will enact to achieve sustained growth for the organization in a manner pursuant to its mission and vision;
7. Be approved, as a candidate, after having participated in a pre-election interview with existing executives of the organization;
8. Participate in all organizational professional development opportunities offered by the Program to new executives;
9. Be present for at least 75% of the period between May – August, when the majority of organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the President include, but are not limited to the following:

Strategic Planning

Through careful analysis of the competitive environment in which the organization operates, the President shall create and articulate the organization's vision and mission in a clear and concise manner so as to encourage participant engagement and retention on an ongoing basis throughout the year.

In doing so, the President shall:

- Develop and/or refine a customer portrait of student learning needs in collaboration with all executives that is based on an assessment of existing student learning trends and corresponding behaviours relevant to those trends;
- Evaluate the role that the organization has in addressing student learning needs;
- Develop and/or refine an organizational vision statement describing the desired future state of the organization relative to student learning; a mission statement describing the organization's mandate in supporting student learning; and a value statement describing the guiding principles in which the organization will conduct its work relative to student learning;
- Work on creating a strategy based on what student learning needs currently exist and how these needs are evolving/changing;
- Communicate the relevancy of the organization to all stakeholders and empower them to take action congruent to it.

As the primary leader of the organization, the President shall maintain the functional responsibility of facilitating strategic planning for the benefit of the organization. This responsibility shall not require the incumbent to accept overwhelming responsibility for fulfilling any of the aforementioned deliverables by themselves. Rather, their role will be to ensure conversations between stakeholders take place and that those conversations have a desired outcome that benefits the organization. Their role is primarily concerned with delegation.

Resource Allocation

Through the ongoing assessment of participant and partner needs and expectations, the President will support the creation of an organizational strategy that's simple enough for each of the other leadership positions to align their resources around (strategy is equivalent to resource allocation).

In doing so, the President shall:

- Support the creation of a strategy for the organization, and work collaboratively with the executives to facilitate ongoing communication to determine if that strategy is simple enough to align resources around;
- Provide mentorship and resources to help other executives with strategic planning;
- Work on distributing resources in consideration of the priorities of the organization, and frequently keep track of those resources relative to established goals, indicators, measures and targets.

In fulfilling these responsibilities, the President shall specifically support the Executives in assessing whether proposed strategies address the mission and vision of the organization. These strategies must also conform to the objectives and performance measures set forth by the organization, and must be able to achieve sustained and measurable growth over a multi-year period.

Human Resources

The President shall recruit, train and empower a team of dedicated emerging professionals to execute upon strategies for the organization and measure their performance.

In doing so, the President will employ a laissez-faire approach to management, effectively reducing his/her interaction with employees and during project and process management.

In doing so, the President shall:

- Provide mentorship and support in directing other executives with the planning and execution of organizational strategies;
- Provide encouragement and well-researched recommendations to address the concerns expressed by fellow executives regarding delegation of responsibilities;
- Clarify wholly what the organization expects of each executive from each project by explaining how the strategy supports the mission and vision of the organization, and collaborate with all executives to establish goals, performance indicators, measures and targets in order to regularly assess the performance of those strategies relative to current student needs and organizational priorities.

Other Duties

Additional duties may be undertaken by the Presidents from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix C: Job Description – Directors of Events (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Events acts as the chief programming officer for the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Events shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. One or more years of experience leading the planning and execution of medium-to-large scale events (50 or more people) in a post-secondary student organization or an equivalent combination of other relevant knowledge and experience;
2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Past experience in developing learning content for an organization/project or an equivalent combination of education and knowledge;
4. Past experience liaising with and managing the expectations of diverse stakeholders to secure continued support for a project/initiative/organization;
5. Past experience in volunteer management with a proven track record of successfully motivating volunteers to achieve results pursuant to a set of objectives and/or predetermined set of processes/resources for managing an organization/project;
6. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Events.
7. Participate in all organizational professional development opportunities offered by the Program;
8. Be present for at least 75% of the period between May – August, when the majority organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Directors of Events include, but are not limited to the following:

Content Development

Through careful analysis of relevant data and statistics, the Directors of Events acts as the primary contact for the group's events, responsible for developing educational opportunities that address student learning needs and which align with the organization's mission and vision.

In doing so, the Directors of Events shall:

- Solicit feedback from all executives as well as general students and internal stakeholders regarding the needs and expectations of participants when conceptualizing events and initiatives;
- Consult all executives as well as internal stakeholders about what goals, indicators, measures and targets exist relative to events and initiatives, and thus can evaluate their relevancy to the general student population and the priorities of the organization;
- Engage in extensive consultation with the President and other relevant executives in collaboratively determining group funding and resource allocation for events.

As the primary educational programmer of the organization's events, the Directors of Events are chiefly responsible for the development of learning content for each event, including the review and approval of an itinerary, specific learning objectives for each session and briefing packages for guest speakers/facilitators/panelists.

Content Delivery

The Directors of Events are broadly responsible for planning and executing logistics of each event, but shall work with a committee responsible for overseeing the execution of these logistics in practice. While the purpose of the role is supposed to primarily revolve around developing new or revising past learning and development opportunities, goal maximization and external outreach, this responsibility relates to the operational focus of the role—events outstanding.

In doing so, the Directors of Events shall:

- Solicit feedback when planning events and initiatives from all executives as well as general students and internal stakeholders regarding how these efforts address the organization's priorities and student needs;
- Consult with all executives as well as internal stakeholders when creating action plans for how events are to be planned and executed and timelines for when work shall be executed;
- Finalize all plans and timelines in collaboration with the President, and begin to work on developing contingency plans with committee members and other relevant executives in case problems arise;
- Clearly define and communicate staff/volunteer roles and responsibilities relative to the planning and execution of events.

Alignment

To ensure the organization is constantly achieving its goals within the scope of resources that are available, the Directors of Events shall frequently liaise with the finance, marketing and corporate relations executives to execute successful events and outward reaching programs.

In doing so, the Directors of Events shall:

- Communicate needs to all executives and internal stakeholders when developing and implementing events and initiatives;
- Consult with all executives, committee members and internal stakeholders when utilizing resources to develop and implement all events and initiatives;
- Collaborate with the President in finalizing how resources will be used for all events and initiatives;
- Develop and implement events and initiatives that address organizational priorities and also help to establish new priorities for the organization as a whole.

Other Duties

Additional duties may be undertaken by the Directors of Events from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix D: Job Description – Directors of Conference (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Conference acts as the chief programming officer for the annual UTWSA LeadHERship Conference. Through successful planning and execution of responsibilities relating to their role, the Directors of Conference shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals in regard to the conference.
2. Identify resources and develop processes to achieve performance measures.

3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. One or more years of experience leading the planning and execution of large scale events (100 or more people) in a post-secondary student organization or an equivalent combination of other relevant knowledge and experience;
2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Past experience in developing learning content for an organization/project or an equivalent combination of education and knowledge;
4. Past experience liaising with and managing the expectations of diverse stakeholders to secure continued support for a project/initiative/organization;
5. Past experience in volunteer management with a proven track record of successfully motivating volunteers to achieve results pursuant to a set of objectives and/or predetermined set of processes/resources for managing an organization/project;
6. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Conference.
7. Participate in all organizational professional development opportunities offered by the Program;
8. Be present for at least 75% of the period between May – August, when the majority organizational planning will take place

Responsibilities

Specific responsibilities belonging to the Directors of Conference include, but are not limited to the following:

Content Development

Through careful analysis of relevant data and statistics, the Directors of Conference acts as the primary mer for the annual conference, responsible for developing an educational opportunity that addresses needs and which align with the organization's mission and vision.

In doing so, the Directors of Conference shall:

- Solicit feedback from all executives as well as general students and internal stakeholders regarding the needs and expectations of participants when conceptualizing the annual LeadHERship Conference
- Consult all executives as well as internal stakeholders about what goals, indicators, measures and targets exist relative to the Conference and thus can evaluate their relevance to the general student population and the priorities of the organization;
- Engage in extensive consultation with the President and other relevant executives in collaboratively determining group funding and resource allocation for the Conference.

- Act as the liaison between event venue staff and UTWSA to determine AV needs, catering, staffing, and any other items to be addressed with partner venue.

As the primary educational programmer of the LeadHERship Conference, the Directors of Conference is responsible for the development of learning content for the event,, including the review and approval of an itinerary, specific learning objectives for each session and briefing packages for guest speakers/facilitators/panelists.

Content Delivery

The Directors of Conference is broadly responsible for planning and executing logistics of each event, but shall work with a committee responsible for overseeing the execution of these logistics in practice. While the purpose of the role is supposed to primarily revolve around developing new or revising past learning and development opportunities, goal maximization and external outreach, this responsibility relates to the operational focus of the role – events outstanding.

In doing so, the Directors of Conference shall:

- Solicit feedback when planning events and initiatives from all executives as well as general students and internal stakeholders regarding how these efforts address the organization's priorities and student needs;
- Consult with all executives as well as internal stakeholders when creating action plans for how events are to be planned and executed and timelines for when work shall be executed;
- Finalize all plans and timelines in collaboration with the President, and begin to work on developing contingency plans with committee members and other relevant executives in case problems arise;
- Clearly define and communicate staff/volunteer roles and responsibilities relative to the planning and execution of events.

Alignment

To ensure the organization is constantly achieving its goals within the scope of resources that are available, the Directors of Conference shall frequently liaise with the finance, marketing and corporate relations executives to execute the conference.

In doing so, the Directors of Conference shall:

- Communicate needs to all executives and internal stakeholders when developing and implementing programming for the Conference
- Consult with all executives, committee members and internal stakeholders when utilizing resources to develop and implement all programming in regard to the conference
- Collaborate with the President(s) in finalizing how resources will be used for all events and initiatives;

Other Duties

Additional duties may be undertaken by the Directors of Conference from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix E: Job Description – Director of Finance (1)

As leaders of these organizations, student executives participate in learning opportunities (facilitated by the Programs Office) to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President(s), the Director of Finance acts as the chief financial officer for the organization. Through successful planning and execution of responsibilities relating to their role, the Director of Finance shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.
6. Discover funding opportunities for UTWSA to be financially sustainable for the academic year.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in budget forecasting and reporting or an equivalent combination of knowledge and education;
2. At least one academic year of experience as a committee member, staff member, volunteer or executive in University of Toronto student organization;
3. Knowledge of how to develop processes to manage payables and receivables for an organization or an equivalent combination of knowledge and education;
4. Previous experience using Microsoft Excel to manipulate and calculate financial data in a professional capacity or as an academic requirement;
5. Past experience liaising with and managing the expectations of diverse stakeholders in order to secure continued support for a project/initiative/organization;
6. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Director of Finance;
7. Participate in all organizational professional development opportunities offered by the Program to new executives;
8. Be present for at least 75% of the period between May – August, when the majority of organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Director of Finance include, but are not limited to the following:

Assessment

The Director of Finance works alongside all of the other executives in determining the monetary and logistical needs of the organization. They are able to determine the funding and resource allocation needs of each executive position and event.

In doing so, the Director of Finance shall:

- Rely upon past allocations, as well as firm commitments from traditional and non-traditional funding sources to create informed projected forecasts on how financial resources should be prioritized within the organization;
- Solicit feedback from all executives and internal stakeholders when reconciling what financial resources are needed by the organization;
- Collaborate with the President in finalizing what financial resources are needed by the organization;
- Ensure that all executives and primary funders are in agreement with these projections before submitting them for consideration.
- Lead a team of managers to seek and apply to all on-campus and corporate funding available in Toronto to support UTWSA events and conference.

In the process of assessing what financial resources are needed for the organization, the Director of Finance shall work collaboratively with other executives to source relevant products, services, venues and logistical needs to ensure that the organization has an accurate portrayal and understanding of what its financial needs are.

Budgetary Requests

The Director of Finance shall develop budget proposals for events and activities in partnership with the events and marketing Directors. These budgets must adequately involve estimated costs for all activities in which the organization will engage over a given year, as well as projected revenue sources as summarized by the Directors of Corporate Relations and Directors of Events.

In doing so, the Director of Finance shall:

- Rely upon past allocations, as well as firm commitments from traditional and non-traditional funding sources when deciding what financial requests should be made for the current year;
- Consult with all executives and internal stakeholders when creating a budget proposal for the organization;
- Collaborate with the President when finalizing the budget proposal for the organization;
- Deliver a budget proposal that is representative of both what the organization knows it needs to succeed, and what the student body expects from the organization, given the resources it knows to be realistically available.

In the process of making budgetary requests for the organization, the President of Finance shall work collaboratively with other executives to ensure the costing denoted for required products, services, venues and logistical needs are accurate and competitive relative to other sources.

Alignment

The Director of Finance has the foundational responsibility of educating and communicating their budgeting strategy, relative to the overarching organizational goals and values, to create alignment and trust with the rest of the executive team.

In doing so, the Director of Finance shall:

- Conduct reconciliations of the organization's finances every other week and during peak operational periods;
- Work with the Executive Directors to develop operational policies and procedures to educate key stakeholders on how financial resources are to be utilized by the organization;
- Utilize the results of financial reconciliations to make informed future budget decisions;
- Consult with all executives and internal stakeholders when determining the ongoing budgetary priorities for the organization;
- Collaborate with the President in finalizing the budgetary priorities for the organization.

The Director of Finance shall be responsible for all accounts payable and accounts receivable for the organization, ensuring that all monies are properly tracked, expenses are properly purchased and recorded and reimbursements are paid out in a timely and efficient manner. This shall include providing team members with reimbursements for incurred expenses, as well as managing all cash deposits in the organization's bank account and collecting revenue generated for events and other related activities.

Other Duties

Additional duties may be undertaken by the Director of Finance from time-to-time which addresses key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix F: Job Description – Directors of Corporate Relations (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Corporate Relations acts as the chief development officer for the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Corporate Relations shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in soliciting and/or managing relationships with individuals or corporate and community organizations, developing sponsorship or relationship marketing strategies or an equivalent combination of knowledge and education;

2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Proven success in managing a project or initiative pursuant to a set of objectives and/or predetermined set of processes/resources;
4. Past experience liaising with and managing the expectations of diverse stakeholders in a sales, business development, marketing or sponsorship role, in order to secure continued support for a project/initiative/organization;
5. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Corporate Relations;
6. Participate in all organizational professional development opportunities offered by the Program to new executives;
7. Be present for at least 75% of the period between May – August, when the majority of organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Directors of Corporate Relations include, but are not limited to the following:

Solicitation

The Directors of Corporate Relations is the lead external liaison responsible for leveraging internal and external networks to obtain resources that increase group funding, improve programming quality, and increase student interest, connections and investment to the organization.

In doing so, the Directors of Corporate Relations shall:

- Consult with all executives and internal stakeholders to determine what benefits the organization can offer to a prospective partner in lieu of their needs, and adopts the use of generally-accepted forms of property valuation metrics to determine how much those benefits should cost;
- Utilize a partnership assessment tool to measure how the organization's goals and values align with prospective partners in such a manner as to justify partnership, and use the results of the test to develop a proposal to present to prospective partners;
- Receive approval from the President on the structure and content of the proposal prior to soliciting prospective partners;
- Conduct extensive market research prior to soliciting and securing partnerships in order to assess the viability of mutual success both short- and long-term.

As the lead external liaison for the group, the Directors of Corporate Relations shall be responsible for coordinating all communications with entities that are external to the organization as well as negotiating partnerships on behalf of the organization.

Relationship Management

To increase the probability of building stronger, more efficient networks for the benefit of the organization, the Directors of Corporate Relations are responsible for maintaining stable and productive partnerships with internal and external sponsors and partners.

In doing so, the Directors of Corporate Relations shall:

- Communicate with all executives and internal stakeholders in the process of managing relationships on behalf of the organization;

- Consult with all executives and internal stakeholders to determine what needs and resources are needed to build stronger, more efficient networks for the organization;
- Collaborate with the President(s) in finalizing offerings for or requesting resources from existing partners;
- Maintain stable partnerships with internal and external stakeholders and benchmark the perceptions and goals that key stakeholders have relating to partnerships in order measure return-on-investment (ROI).

As the primary relationship manager for the organization, the Directors of Corporate Relations shall actively seek to create value alignment with prospective partners to ensure that partnerships are sustainable over the long-term. As such, the Directors of Corporate Relations will implement protocols that govern how partners are selected, what benefits they will be offered, how benefits are valued and how deliverables are met.

Other Duties

Additional duties may be undertaken by the Directors of Corporate Relations from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix G: Job Description – Directors of Marketing (2)

As leaders of these organizations, student executives participate in learning opportunities (facilitated by the Programs Office) to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Marketing acts as the chief information officer of the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Marketing shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in gathering consumer data and analyzing trends to assist in the development of strategic messaging and/or marketing strategy for an organization or an equivalent combination of knowledge and education;

2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Previous experience in establishing and managing workflow for a project, initiative or organization;
4. Past experience liaising with and managing the expectations of diverse stakeholders to secure continued support for a project/initiative/organization;
5. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Marketing;
6. Participate in all organizational professional development opportunities offered by the Program to new executives;
7. Be present for at least 75% of the period between May – August, when all organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Directors of Marketing include, but are not limited to the following:

Market Research & Analysis

The Directors of Marketing conducts research on behalf of the organization to determine what messaging will resonate most with each targeted student base, as well as how this message should be communicated.

In doing so, the Directors of Marketing shall:

- Consult extensively with all executives and a wide range of students and internal stakeholders when creating messaging for the organization;
- Collaborate with the Presidentst in finalizing messaging for the organization;
- Utilize market research to guide the use of diverse and relevant forms of media to convey messaging to current and prospective participants;
- Develop goals, indicators, measures and targets to assess the performance of their strategy to cultivate the student's interest in and connections to the organization.
- Achieve all KPI's including at least 90% attendance at all UTWSA-held events

By gathering and analyzing participant data, the Directors of Marketing shall seek to find any overlap between the benefits of the organization's offerings versus the current needs and expectations of students to articulate why participants should invest their time and resources in the organization. Additionally, the Directors of Marketing shall seek to leverage all forms of media in disseminating a consistent message to students to increase the likelihood that they will be interested in and understand how to continuously engage with the organization.

Resource Allocation

The Directors of Marketing must leverage relevant and applicable tools, resources and partnerships as possible to maximize the return-on-investment (ROI) of student engagement and investment with the organization and each of its initiatives.

In doing so, the Directors of Marketing shall:

- Consult all executives and a wide range of students and internal stakeholders in determining what resources and marketing partnerships are needed to cultivate participant interest in and connections to the organization;
- Strategize and lead all marketing campaigns relevant to UTWSA-held events across all social media platforms to achieve at least 90% attendance at all UTWSA events.
- Use pre-established goals, indicators, measures and targets to formally assess how participants are engaging with the organization and develop systems and processes to guide the use of such techniques and tools;
- Make formal recommendations and action plans in response to evaluating the efficacy of marketing initiatives against key performance indicators.
- Create a marketing strategy that enables a cohesive and unified brand image for UTWSA through components such as: logo, color, font and graphics.
- Lead and strategize all marketing content enabling UTWSA to remain highly engaged with our social media following and attract attendance to all UTWSA events

The Directors of Marketing maintains the overall responsibility for managing workflow for the marketing arm of the organization, including managing a committee and ensuring there is sufficient human and creative capital available to develop lead users for the organization. This shall also include the development of strategies which leverage public relations outreach, communications, advertising, web and social media, and other related marketing and promotional strategies to cultivate student interest and strengthen their relationship with the organization.

Alignment

The Directors of Marketing liaises with all tiers of the organization in an effort to create and compile consistent, cost-effective and impactful messages relative to the organization's initiatives.

In doing so, the Directors of Marketing shall:

- Consult with all executives and a wide range of general students and internal stakeholders in determining how to implement cost-effective, consistent messaging for the organization;
- Collaborate with the Presidents in finalizing what resources are available and needed to implement cost-effective, consistent messaging for the organization;
- Implement impactful messaging and manage its use throughout the entire organization throughout the year.

The Directors of Marketing thus acts as brand ambassadors in ensuring that each initiative purports the values of the organization, while also strengthening student affinity to the organization as a whole.

Other Duties

Additional duties may be undertaken by the Directors of Marketing from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix H: Job Description – Directors of Operations (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and

synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the Directors, the Directors of Operations act as the chief administrative officers of the organization. Through successful planning and execution of responsibilities relating to their role, the Director of Operations shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

6. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
7. Previous experience in problem-solving and administrative duties;
8. Comfortable speaking to others and well-organized
9. Previous experience in establishing and managing cooperation for a project, initiative or organization;
9. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Director of Operations;
10. Participate in all organizational professional development opportunities offered by the Program to new executives;
11. Be present for at least 75% of the period between May – August, when all organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Director of Operations include, but are not limited to the following:

Internship Program

The Director of Operations shall act as the director of the internship program, and thus be responsible for its oversight. In doing so, the Director of Operations shall:

- Ensure the successful development and implementation of the program in its initial phase;
- Recruit a team of (up to) 6 first-year interns by October 15th of the school year;
- Work to actively train, empower and guide the interns during their time with the organization;
- Collaborate with the executive team to create learning opportunities across portfolios, allowing the program to function in a rotational capacity;
- Organize and maintain a schedule for the program, including but not limited to: orientation dates, establishing a timeline for rotations, and regular check-in intervals.

Communication

To align stakeholders in accordance with the mission, vision and goals of the organization, the Director of Operations shall practice a concise and fluid process that represents the manner in which the organization will communicate within and outside of the leadership team.

In doing so, the Director of Operations shall:

- Practice and uphold standardized processes which outline the manner in which the organization will communicate outside of the leadership team;
- Maintain a working knowledge of all phases of operations and actively disseminate information amongst team members and explain how such information impacts the organization;
- Uphold timely and efficient communication with stakeholders through the organization's email;
- Provide regular performance updates to the senior leadership team;
- Check-in with organization members for any personal/professional feedback or concerns.

Decision-Making

To maintain the most efficient and encompassing practices that are in accordance with the mission, vision and goals of the organization, the Director of Operations shall create and execute operational procedures which will benefit the organization.

In doing so, the Director of Operations shall:

- Create a plan which upholds the mission and standardized processes which outline the manner in which the organization will communicate outside of the leadership team;
- Communicate with the PVP team about created plans;
- Ensure that procedures are being closely followed and maintained;
- Check-in with organization members for any personal/professional feedback or concerns.

Team Morale & Efficiency

To encourage a safe, positive and efficient organizational space, the Director of Operations will organize and sustain team-wide socials and administrative tasks (ex. email and CCR).

In doing so, the Director of Operations shall:

- Boost morale throughout the team by organizing monthly socials and conducting monthly one-on-one wellness checks;
- Remain knowledgeable of communications through emails and other platforms, and ensuring that all communication is timely and complete;
- Maintain and update CCR profiles and attend meetings.

Alignment

To ensure the organization is constantly achieving its goals within the scope of resources that are available, the Director of Operations shall frequently liaise with the finance, marketing and corporate relations executives to execute successful events and outward reaching programs.

In doing so, the Director of Operations shall:

- Communicate needs to all executives and internal stakeholders when developing and implementing procedures and initiatives;
- Consult with all executives, committee members and internal stakeholders when utilizing resources to develop and implement all procedures and initiatives;
- Collaborate with the President in finalizing how procedures will be used for all maintained throughout the year;
- Develop and implement procedures and initiatives that address organizational priorities and also help to establish new priorities for the organization as a whole.

Other Duties

Additional duties may be undertaken by the Director of Operations from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix I: Job Description – Directors of Membership (2)

As leaders of these organizations, student executives participate in learning opportunities (facilitated by the Programs Office) to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Membership acts as the chief information officer of the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Membership shall learn how to:

1. Develop strategic objectives and performance measures pursuant to the organization's goals.
2. Identify resources and develop processes to achieve performance measures.
3. Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
4. Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
5. Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.
6. Establish relationships across all three UofT Campuses as well as relevant associations across the St. George Campus

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in gathering consumer data and analyzing trends to assist in the development of strategic messaging and/or marketing strategy for an organization or an equivalent combination of knowledge and education;
2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Previous experience in establishing and managing work flow for a project, initiative or organization;

4. Past experience liaising with and managing the expectations of diverse stakeholders to secure continued support for a project/initiative/organization;
5. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Marketing;
6. Participate in all organizational professional development opportunities offered by the Program to new executives;
7. Be present for at least 75% of the period between May – August, when all organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Directors of Membership include, but are not limited to the following:

Market Research & Analysis

The Directors of Membership conducts research on behalf of the organization to determine what messaging will resonate most with each targeted student base, as well as how this message should be communicated.

In doing so, the Directors of Membership shall:

- Consult extensively with all executives and a wide range of students and internal stakeholders when creating messaging for the organization to enhance the brand awareness of UTWSA on all campuses;
- Collaborate with the Presidents in finalizing messaging for the organization;
- Utilize market research to guide the use of diverse and relevant forms of media to convey messaging to current and prospective participants;
- Develop goals, indicators, measures and targets to assess the performance of their strategy to cultivate strategic relationships across the campus both for resource purposes and to enable UTWSA to create a greater impact.

By gathering and analyzing participant data, the Directors of Membership shall seek to find any overlap between the benefits of the organization's offerings versus the current needs and expectations of students to articulate why participants should invest their time and resources in the organization. Additionally, the Directors of Membership shall seek to leverage all forms of media in disseminating a consistent message to students to increase the likelihood that they will be interested in and understand how to continuously engage with the organization.

Resource Allocation

The Directors of Membership must leverage relevant and applicable tools, resources and partnerships as possible to maximize the return-on-investment (ROI) of student engagement and investment with the organization and each of its initiatives.

In doing so, the Directors of Membership shall:

- Consult all executives and a wide range of students and internal stakeholders in determining what resources and community engagement activities are needed to cultivate participant interest in and connections to the organization;

- Collaborate with the President in finalizing what resources and marketing partnerships are needed to cultivate participant interest in and connections to the organization;
- Use pre-established goals, indicators, measures and targets to formally assess how participants are engaging with the organization and develop systems and processes to guide the use of such techniques and tools;
- Strategize and organize relevant community engagement events that can enable fundraising opportunities for UTWSA throughout the academic year;
- Prioritize engagement with general members through organized events and activities exclusive to UTWSA

The Directors of Membership maintains the overall responsibility for managing workflow for the community engagement arm of the organization, including managing a committee and ensuring there is sufficient human and creative capital available to develop lead users for the organization. This shall also include the development of strategies which leverage public relations outreach, communications, and other related strategies to cultivate student interest and strengthen their relationship with the organization.

Alignment

The Director of Membership liaises with all tiers of the organization in an effort to create and compile consistent, cost-effective and impactful fundraising and engagement initiatives relative to the organization's values.

In doing so, the Director of Membership shall:

- Consult with all executives and a wide range of general students and internal stakeholders in determining how to implement cost-effective, consistent messaging for the organization to potential partners through various social media channels such as newsletters;
- Collaborate with the President in finalizing what resources are available and needed to implement cost-effective, consistent messaging for the organization to potential partners;
- Consult and collaborate with the marketing team to strategise promotional material relevant to enhancing and establishing relationships with social media following and tri-campus brand awareness

Other Duties

Additional duties may be undertaken by the Directors of Membership from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix J: Job Description – Directors of Public Relations (1)

As leaders of these organizations, student executives participate in learning opportunities (facilitated by the Programs Office) to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyse and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general direction of the President, the Directors of Public Relations acts as the chief information officer of the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Public Relations shall learn how to:

- Develop strategic objectives and performance measures pursuant to the organization goals in regard to UTWSA's public affairs and media relations.
- Identify resources and develop processes to enhance the reach out and relationship building frameworks of UTWSA.
- Effectively communicate the purpose and value of the organization to garner support from pertinent stakeholders.
- Evaluate the success of the communication and relationship fostering processes to ensure ongoing growth and return-on-investment is being achieved for the organization.
- Brainstorm ways to create an ongoing positive brand identity for UTWSA both within the university and the city.
- Ensure effective written and verbal communication between pertinent stakeholders to facilitate good relations while maintaining UTWSA's brand.

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in gathering consumer data and analyzing trends to assist in the development of strategic messaging and/or marketing strategy for an organization or an equivalent combination of knowledge and education;
2. At least one academic year of experience as a committee member, staff member, volunteer, or executive in a University of Toronto student organization;
3. Previous experience in establishing and managing work flow for a project, initiative, or organization;
4. Past experience liaising with and managing the expectations of diverse stakeholders to secure continued support for a project/initiative/organization;
5. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Mentorship;
6. Participate in all organizational professional development opportunities offered by the Program to new executives;
7. Be present for at least 75% of the period between May – August, when the majority of organizational planning will take place.

Responsibilities

Specific responsibilities belonging to the Directors of Public Relations include, but are not limited to the following:

Market Research & Analysis

The Directors of Public Relations conducts research on behalf of the organization to determine what messaging will resonate most with each targeted student base, as well as how this message should be communicated among all three UofT campuses and social media.

In doing so, the Directors of Public Relations shall:

- Consult extensively with all executives and a wide range of students and internal stakeholders when creating messaging for the organization;
- Collaborate with the Directors and President in finalizing messaging for the organization;
- Develop goals, indicators, measures and targets to assess the performance of their strategy to cultivate the student's interest in and connections to the organization.

By gathering and analyzing participant data, the Directors of Public Relations shall seek to find any overlap between the benefits of the organization's offerings versus the current needs and expectations of students to articulate why participants should invest their time and resources in the organization. Additionally, the Directors of Public Relations shall seek to leverage all forms of media in disseminating a consistent message to students to increase the likelihood that they will be interested in and understand how to continuously engage with the organization.

Resource Allocation

The Directors of Public Relations must leverage relevant and applicable tools, resources and partnerships as possible to maximize the return-on-investment (ROI) of student engagement and investment with the organization and each of its initiatives.

In doing so, the Directors of Public Relations shall:

- Consult all executives and a wide range of students and internal stakeholders in determining what resources and public relations partnerships are needed to cultivate participant interest in and connections to the organization;
- Strategise all campaigns relevant to UTWSA-held events across all social media platforms to achieve at least 90% attendance at all UTWSA events.
- Use pre-established goals, indicators, measures and targets to formally assess how participants are engaging with the organization and develop systems and processes to guide the use of such techniques and tools;
- Make formal recommendations and action plans in response to evaluating the efficacy of marketing initiatives against key performance indicators.
- Create a public relations strategy that enables a cohesive and unified brand image for UTWSA through components such as: logo, color, font and graphics.
- Lead and strategize all marketing content enabling UTWSA to remain highly engaged with our social media following and attract attendance to all UTWSA events

The Directors of Public Relations maintains the overall responsibility for managing workflow for the public relations arm of the organization, including managing a committee and ensuring there is sufficient human and creative capital available to develop lead users for the organization. This shall also include the development of strategies which leverage public relations outreach, communications, advertising, web and social media, and other related marketing and promotional strategies to cultivate student interest and strengthen their relationship with the organization.

Relationship Management

To increase the probability of building stronger, more efficient networks for the benefit of the organization, the Directors of Public Relations is responsible for maintaining stable and productive partnerships with internal and external partners.

In doing so, the Directors of Public Relations shall:

- Communicate with all executives and internal stakeholders in the process of managing relationships on behalf of the organization;
- Consult with all executives and internal stakeholders to determine what needs and resources are needed to build stronger, more efficient networks for the organization;
- Collaborate with the Presidents in finalizing offerings for or requesting resources from existing partners;

As the primary relationship manager for the organization, the Directors of Public Relations shall actively seek to create value alignment with prospective partners to ensure that partnerships are sustainable over the long-term. As such, the Directors of Public Relations will implement protocols that govern how partners are selected, what benefits they will be offered, and how benefits are valued.

Alignment

The Directors of Public Relations liaises with all tiers of the organization in an effort to create and compile consistent, cost-effective and impactful messages relative to the organization's initiatives.

In doing so, the Directors of Public Relations shall:

- Consult with all executives and a wide range of general students and internal stakeholders in determining how to implement cost-effective, consistent messaging for the organization;
- Collaborate with the President in finalizing what resources are available and needed to implement cost-effective, consistent messaging for the organization;
- Implement impactful messaging and manage its use throughout the entire organization throughout the year.
- Deliberate with various stakeholders such as general members and executives on improvements for UTWSA's image, messaging, projects, and initiatives

The Directors of Public Relations thus acts as a brand ambassador in ensuring that each initiative purports the values of the organization, while also strengthening student affinity to the organization as a whole.

Other Duties

Additional duties may be undertaken by the Directors of Public Relations from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix K: Job Description – Directors of Mentorship (2)

As leaders of these organizations, student executives participate in learning opportunities to develop skills and insight that make it more likely that they will impact the student experience in a positive manner. Through these opportunities, student executives work collaboratively to analyze and synthesize trends, as well as develop, implement, and assess strategies for their organizations. Additionally, through ongoing deliberation and reflection, executives increase their decision-making and process efficiency, and allocate actual monetary, logistical, and human resources to address the complex problems faced by their organizations.

Working under the general directions of the Presidents, the Directors of Mentorship acts as the chief development officer for the organization. Through successful planning and execution of responsibilities relating to their role, the Directors of Mentorship shall:

- Develop strategic objectives and performance measures pursuant to the organization goals in regard to the mentorship program.
- Identify resources and develop processes to achieve performance measures.
- Effectively communicate the purpose and value of their processes to garner support from pertinent stakeholders.
- Encourage collaboration amongst staff and volunteers by sharing responsibility with them for the creation of processes used to achieve the organization's goals.
- Evaluate the success of the processes to ensure ongoing growth and return-on-investment is being achieved for the organization.
- Advance professional relationships between mentees and mentors through developing projects and initiatives to enhance value of UTWSA's mentorship program

Criteria for Selection

To be eligible to be elected for this position, it is suggested that candidates meet the following criteria:

1. Previous experience in soliciting and/or managing relationships with individuals or corporate and community organizations, developing sponsorship or relationship marketing strategies or an equivalent combination of knowledge and education;
2. At least one academic year of experience as a committee member, staff member, volunteer or executive in a University of Toronto student organization;
3. Proven success in managing a project or initiative pursuant to a set of objectives and/or predetermined set of processes/resources;
4. Past experience liaising with and managing the expectations of diverse stakeholders in a sales, business development, marketing or sponsorship role, in order to secure continued support for a project/initiative/organization;
5. Submit a cover letter and resume highlighting their interest in and qualifications for holding the position, as well as their past work/volunteer experience, and relevant skills and experience to be considered as a candidate for the Directors of Mentorship;
6. Participate in all organizational professional development opportunities offered by the Program to new executives;
7. Be present for at least 75% of the period between May – August, when the majority of organizational planning will take place.

Responsibilities

Solicitation

The Directors of Mentorship are the lead external liaisons responsible for leveraging internal and external networks to obtain resources that improve programming quality and increase student interest, connections, and investment to the organization.

In doing so, the Directors of Mentorship shall:

- Consult with all executives and internal stakeholders to determine what benefits the organization can offer to a prospective partner in lieu of their needs;

- Utilize a partnership assessment tool to measure how the organization's goals and values align with prospective partners in such a manner as to justify partnership and use the results of the test to develop a proposal to present to prospective partners;
- Receive approval from the Presidents on the structure and content of the proposal prior to soliciting prospective partners;
- Conduct extensive market research prior to soliciting and securing partnerships in order to assess the viability of mutual success both short- and long-term.

As the lead external liaison for the group, the Directors of Mentorship shall be responsible for coordinating all communications with entities that are external to the organization as well as negotiating partnerships on behalf of the organization.

Relationship Management

To increase the probability of building stronger, more efficient networks for the benefit of the organization, the Directors of Mentorship is responsible for maintaining stable and productive partnerships with internal and external partners.

In doing so, the Directors of Mentorship shall:

- Communicate with all executives and internal stakeholders in the process of managing relationships on behalf of the organization;
- Consult with all executives and internal stakeholders to determine what needs and resources are needed to build stronger, more efficient networks for the organization;
- Collaborate with the Presidents in finalizing offerings for or requesting resources from existing partners;

As the primary relationship manager for the organization, the Directors of Mentorship shall actively seek to create value alignment with prospective partners to ensure that partnerships are sustainable over the long-term. As such, the Directors of Mentorship will implement protocols that govern how partners are selected, what benefits they will be offered, and how benefits are valued.

Other Duties

Additional duties may be undertaken by the Directors of Mentorship from time-to-time which address key strategic, operational or ceremonial priorities for the University, Program or their portfolio or as are necessary to ensure the ongoing growth and success of the organization as a whole.

Appendix L: Alumni Involvement and Advisory Positions

UTWSA recognizes the valuable contributions of former executives and alumni in preserving continuity, institutional memory, and offering ongoing support. To this end, the Association encourages structured, respectful, and clearly defined participation through Alumni Advisory roles. Alumni Advisors may engage with UTWSA through specific channels, as outlined below, and within the stated limitations.

Permitted Alumni Activities

An Alumni Advisor may:

- Participate in UTWSA events, conferences, and panels upon invitation by the current executive team.
- Vote in general elections, provided they are registered as a UTWSA general member and are a current University of Toronto student.

- Offer short-term consultation on specific events, initiatives, or issues, when requested by the executive team.
- Assist in emergency consultations, particularly in conference planning or during time-sensitive challenges, at the discretion of the co-presidents.
- Provide support in obtaining sponsors or external connections, but only under direct guidance from the co-presidents.
- Be given limited access to the Google Drive to review specific documents or resources relevant to the requested consultation.
- Participate in alumni communications, moderated by the current co-presidents.
- Access the UTWSA LinkedIn Alumni group and UTWSA Discord and remain a member of the membership collective.

Mandatory Transition Documents

All outgoing Directors, including the co-presidents, are required to complete a transition document detailing their responsibilities, major initiatives, challenges, and suggestions for future directions.

These documents must be submitted prior to the end of their term (April 30) and archived by the incoming executive team.

Designated Point of Contact

The current co-presidents and Director of Operations are the sole point of contact between the Association and all alumni advisors or former executives.

No direct or private outreach from alumni to current executive members regarding UTWSA matters is permitted without prior notice to and inclusion of the co-presidents and Director of Operations.

Time Commitment

The time commitment for Alumni Advisors is recommended to be 1-2 hours per month, excluding time spent attending or supporting UTWSA events. This commitment applies to advisory, consultative, and administrative contributions, and must be mutually agreed upon by the Alumni Advisor and the current Co-Presidents. All involvement remains voluntary and is to be coordinated in alignment with the needs and availability of both parties.

Eligibility Criteria

To be eligible for this position, it is recommended that candidates meet the following criteria:

1. Completion of at least one academic year as Director or Co-President of UTWSA.
2. Demonstration of commitment and meaningful contribution to the association during their term, as assessed by the current Co-Presidents.
3. Maintained good standing during their involvement with the organization.
4. Expressed clear interest in serving as an Alumni Advisor.

Prohibited Alumni Advisory Actions

To preserve the autonomy and authority of the current executive team, alumni are strictly prohibited from:

- Making or influencing leadership or operational decisions.
- Contacting or directing current executive members about UTWSA-related topics without the involvement of the current co-presidents.
- Accessing the Association's official email accounts, including but not limited to the main and business email.

- Accessing the Association's financial accounts.
- Representing UTWSA in any official capacity, including posting on the website, social media, or public platforms, unless explicitly invited by the current co-presidents.
- Communicating with external stakeholders, sponsors, and University of Toronto officials, partners, or contacts on behalf of UTWSA without the express approval and involvement of the co-presidents.