1. Position Identification

<table>
<thead>
<tr>
<th>Position Number</th>
<th>998658</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title</td>
<td>Director, Alumni Relations</td>
</tr>
<tr>
<td>Department</td>
<td>Alumni Relations</td>
</tr>
<tr>
<td>Reports to (title)</td>
<td>Associate Vice-President Alumni and Development</td>
</tr>
<tr>
<td>Classification Level</td>
<td>ME12</td>
</tr>
<tr>
<td>Current Incumbent</td>
<td>vacant</td>
</tr>
<tr>
<td>Date (last revised)</td>
<td>April 2020</td>
</tr>
</tbody>
</table>

2. Department Summary

External Relations connects UVic, and the world around it, by building relationships, resources and community to enhance the UVic Edge and our university’s reputation. And provides strategic leadership in:
- Communicating the UVic mission and story
- Building meaningful partnerships
- Fostering a culture of philanthropy
- Celebrating success and excellence
- Enhancing community through cultural and other activities

External Relations functions as an integrated team, working together toward common goals with partners, stakeholders and key audiences on campus and in external communities.

**Alumni and Development mandate within External Relations:**

Alumni & Development nurtures a culture of pride and philanthropy at UVic and generates resources for the University’s priorities. It comprises a committed staff team who work both centrally and in faculties and departments to identify opportunities where donors and alumni can be instrumental to enhancing the university’s programs, research and student support.

**Alumni Relations mandate:**

The University currently has over 130,000 alumni living in over 127 countries. The Alumni Relations staff work in partnership with the UVic Alumni Association, a volunteer team of more than 20 alumni, to encourage a lifelong relationship between UVic alumni and their university. The Alumni Association delivers quality events, services, and communications aimed to stimulate interest, cultivate involvement in the prosperity of the university, and inspire feelings of loyalty and pride among alumni and current students.

The Alumni Association is an independent society incorporated under the Society Act of British Columbia. The society’s relationship with the university is defined by a memorandum of understanding between the two entities. The Director of Alumni Relations assumes the role and function of Executive Director of the UVic Alumni Association and serves as an ex-officio member of its board of directors.

3. Position Summary
Reporting to the Associate Vice-President Alumni and Development, the Director of Alumni Relations is responsible for providing the vision and strategic leadership for the University of Victoria’s alumni relations program that is intended to:

- Increase engagement of alumni with the university, including while they are students, and across all post-graduation life stages
- Increase alumni loyalty to the university, leading to greater support
- Encourage students to become lifelong supportive alumni
- Ensure fundraising efforts, including campaigns, are positively received by alumni
- Enhance the reputation of the university among students, alumni and the donor community
- Position the university as relevant in the lives of alumni today, increasing their perception of the university as a connector, coach and collaborator.

The Director of Alumni Relations is principally tasked with the following:

- Lead the development of programs and initiatives that will achieve the goals outlined in the core purpose above.
- Lead and support a multi-disciplinary team of Alumni Relations professional and support staff to effectively deliver alumni services and programs.
- Engage and involve Alumni Association volunteers annually in various roles that support the university and provide executive liaison to the Alumni Association Board
- Forge strategic partnerships on campus that advance institutional alumni relations priorities (e.g. with faculties, the Senate, the Registrar’s Office)
- Enhance relationships with Alumni Association affinity partners
- Serve as a member of the Associate Vice-President’s leadership team and assist in developing, implementing and advancing the mission and strategic initiatives of Alumni and Development and the Division of External Relations.

### 4. Key Responsibilities and Expectations

<table>
<thead>
<tr>
<th>Key Responsibility</th>
<th>Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lead and support a multi-disciplinary team of alumni relations professionals</td>
<td>Provides leadership to the Alumni Relations portfolio to ensure its effective operations by:</td>
</tr>
<tr>
<td>2.</td>
<td>Provide leadership, direction, vision and effective management to the University of Victoria Alumni Association as their Executive Director.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Provides leadership to the UVic Alumni Association by:</td>
<td></td>
</tr>
<tr>
<td>• Serving as the lead staff member to the Alumni Association through its volunteer Board represented by the President and Executive Committee;</td>
<td></td>
</tr>
<tr>
<td>• Representing the alumni body on university committees and being an advocate for alumni matters, ensuring the opinion, position and issues of alumni remain integral to university planning;</td>
<td></td>
</tr>
<tr>
<td>• Representing the university to the Alumni Association, and the Association to the university at various events and functions;</td>
<td></td>
</tr>
<tr>
<td>• Leading the recruitment, orientation, engagement and recognition of an international network of active alumni through volunteer work in various capacities such as the Chancellor, alumni members on the Board of Governors and Senate, appropriate selection committees and various other university and senate committees;</td>
<td></td>
</tr>
<tr>
<td>• Cultivating corporate partnerships on behalf of the Alumni Association to provide value-added services and benefits for alumni and essential revenue to run programs and services;</td>
<td></td>
</tr>
<tr>
<td>• Developing and delivering vibrant, relevant programming, communications and marketing that encourages lifelong alumni engagement with the university;</td>
<td></td>
</tr>
<tr>
<td>• Guiding the annual strategic planning process for the Alumni Association ensuring alignment with the university’s strategic and fundraising plans and priorities;</td>
<td></td>
</tr>
<tr>
<td>• Managing the Alumni Association’s finances and investments in collaboration with the Alumni Association executive.</td>
<td></td>
</tr>
</tbody>
</table>

- Developing a strategic plan that articulates clear goals for greater engagement of alumni with the university, and the strategies, tactics and messages to reach those goals;
- Benchmarking against industry-leading programs and continually evaluating, refining and developing the portfolio of programming and services based on cost, return on investment, effectiveness and outcomes;
- Supervising, mentoring and managing the 13+ staff;
- Managing the budget for Alumni Relations, including advocating for needed resources, balancing resources across programs, and balancing the immediate and future directions of an effective alumni engagement program.
3. **Lead campus-wide alumni relations.**

Provides campus-wide alumni relations leadership through:

- Developing strong, collaborative relationships with other areas in the Alumni and Development portfolio, alumni staff across the university and with units across campus related to the mandate of alumni relations engagement (These relationships include but are not limited to: all faculties and their respective deans; External Relations departments; Athletics and Recreation; the Office of the Registrar; Co-op and Career Services; UVic Libraries; Division of Continuing Studies; Division of Medical Sciences; and Student Affairs etc.);
- Primarily responsible for the working relationship with the Uvic Students Society (UVSS) and the Graduate Student’s Society and their student bodies, as it relates to Alumni Relations goals and activities;
- Ensuring alignment between Alumni Relations’ strategic plan and the goals of the University;
- Developing programs and initiatives to connect current students and young alumni to campus and alumni traditions and memorable places, to foster ongoing attachment to those traditions;
- Acting as a key collaborator with University Communications & Marketing on reputation management and issues management to alumni and alumni leadership and stakeholders;
- Acting as a key collaborator with faculties on programs and initiatives related to engaging their alumni.

4. **Serve as a member of the Associate Vice-President Alumni & Development’s leadership team.**

Serves as a key member of the Alumni & Development senior leadership team, as a colleague in meeting the strategic goals of the Alumni & Development portfolio by:

- Playing a lead role in Alumni & Development strategic planning;
- Aligning Alumni relations plans and activities with all aspects of the Alumni & Development and External Relations Division strategic plan and priorities;
- Collaborate and integrate with other Alumni & Development Directors to promote a culture of philanthropy and engagement;
- Contributing to the External Relations team at a senior level, offering solutions and strategies that enhance the university’s alumni and fundraising goals;
5. Contribute to the promotion of the reputation and profile of the university with internal and external partners and communities.

The Director of Alumni Relations develops, establishes and maintains relationships with a broad audience and, in particular, alumni by:

- Providing vision and direction to ensure that an effective program of communications is in place to advance the institutional reputation, branding and key messages, as well as to enhance alumni pride, loyalty, giving and connections to UVic.
- Facilitating effective integration and implementation of fundraising and alumni relations communications and engagement strategies and activities across all portfolios, and across the organization.
- Collaborating with University Marketing and Communications (UC&M) to ensure that effective communications and marketing programs are in place to advance the institutional reputation, branding and messaging, for the purposes of building alumni pride, loyalty and connection to the UVic.

5. Other Factors

**Decision Making** describe the type and complexity of decisions made by this role and what kind of support is available in the form of supervisory coaching, existing procedures and precedents or other resources.

- This position is responsible for designing Alumni Relations policies, systems and programs within a broad framework of policy and direction derived from the university’s strategic plan, External Relations’ plan, and the Alumni and Development plan. Advice and direction typically comes from the AVP Alumni and Development or the VP External Relations. Other forms of advice are possible from the Alumni Association executive, colleagues within External Relations, and peers across Canada.
- Complex institutional-wide decisions assessing alumni engagement requires a non-standardized and multidimensional approach to measuring the involvement of the “alumni community”. The Director provides options and recommendations based upon best practices, UVic alumni...
reports and consultation with deans and vice-presidents. The Director’s role is to advise and facilitate decisions for measuring alumni engagement as supported by the university’s strategic objectives.

- Decisions are not always readily apparent requiring an analytical approach that can adapt to an evolving context, numerous and often competing deadlines, frequent unexpected contingencies, and multiple priorities.
- Decisions relating to priority setting, performance management and professional development of direct reports are made by the Director. HR and supervisor’s advice is available for staffing actions and issues that may require other review/approval as part of the collective agreements.

### Human Relations — describe the key internal and external contacts and relationships for the role and whether they are focused on information exchange, influence or behavior change.

The ability to manage complex, high level relationships, be adept at public relations and public events, an expert cost-effective marketer (of services as much as ideas) and have an understanding of fundraising methodology are all key in managing the following relationships:

**Internally:**
- Deans/faculty decision makers, directors of various campus services (e.g., Athletics and Recreation Services, Continuing Studies, etc.) and student leaders.

**Externally:**
- Alumni Association Board Members by engaging them in the work of the Association whose purpose is to support the university and its students.
- Affinity Partners by negotiating royalties & commissions, event sponsorships and annual marketing plans.
- Volunteers (e.g., Alumni Association Committees, geographic alumni branch members, and special interest alumni chapter members) are encouraged and motivated to support the university and its academic mission.

The relationship building described above covers the full range from information exchange for the purpose of continuing to engage stakeholders to influencing positive feelings about the university to changing behavior and motivating alumni to give back to the university. Includes educating and engaging key institutional leaders in alumni engagement initiatives.

### Accountability — describe the initiative, independence required in this position and the impact of decisions on individuals.

Expectation of a high level of accountability and decisions are made within the broad policy framework and budgets established by the university and the Alumni Association Board. Within those parameters considerable flexibility and adaptability is required by the Director to respond to consumer feedback and environmental
considerations. Decisions that have the potential to significantly impact the effectiveness of alumni relations initiatives are generally made collaboratively with Alumni Relations staff, board committees Alumni & Development Directors and, if significant enough, with the AVP Alumni and Development. The impact of these decisions can be far reaching and directly affect the quality of the relationship between the university and its largest stakeholder group.

**Financial and Resource Management**
- describe the key financial dimensions of the job such as budgets, material assets and resources managed, and signing authority.

This position is the account holder of numerous FAST accounts totaling approximately $650,000 in budget from the university (base and transfer) and has signing authority for all Alumni Association bank accounts, investment accounts and contractual agreements with external business partners totaling an additional $200,000.

Commercial activities are critical to continue to maintaining meaningful alumni programming, as these activities lead to significant revenue generation for alumni programs.

**Supervisory Responsibility**
- identify the number of reports and classify by type (full and part-time employees, volunteers, grant-funded, student or contract roles) as well as relationship (formal, dotted-line or informal; direct vs. indirect).

This position is responsible for leading and supporting a team of 13 full time continuing Alumni Relations including:
- 1 Admin Assistant to the Director of Alumni Relations
- 1 Alumni Marketing & Communications Officer
- 1 Senior Alumni and Engagement Officer
- 2 Central Alumni Officers
- 1 Alumni Programs Coordinator
- 5 Faculty Based Alumni Officers
- 1 Faculty Based Coordinator
- 1 Alumni Relations Assistant

And periodic co-op, work study and casual staff.

Volunteers include:
- Alumni Association – 15 board members
- Alumni regions, chapters and networks – volunteers from 64 groups

**Safety**
- Responsible for ensuring a safe work environment for staff, volunteers and visitors to Alumni House, and for ensuring that they all have the tools and information necessary to work safely and participate in safety related activities.

**Equity**
- Responsible for ensuring that employment and service delivery practices are in accordance with established equity principles, strategies and programs at UVic.

### 6. Summary of qualifications and job specific competencies
The Director of Alumni Relations will be a knowledgeable alumni relations professional with the experience and leadership skills to contribute to the growth and success of Alumni Relations, or a similar external relationship function in a major university.

- A university degree is required. Being a UVic alumnus is a key asset.
- At least 10 years progressively responsible leadership experience ideally in university alumni relations.
- Experience in association and volunteer management, marketing, communications and program planning, development and delivery.
- Demonstrated ability to develop and maintain relationships with, and inspire, diverse stakeholders.
- Excellent interpersonal, communication, public speaking and presentation skills.
- Significant experience leading communications, marketing and audience engagement activity at the strategic, tactical and practical levels, including experience implementing varied and effective Alumni Relations programs.
- Experience with the role of new and emerging technologies and social media in reaching diverse audiences with targeted calls to engagement and action.
- Proven administrative, staff supervision, and financial experience at the executive level.
- Ability to use a variety of automated systems and software to develop reports and presentations and retrieve information and data.
- Ability to work flexible hours, including evenings and weekends.
- Comfort with organizational change, adapting to, initiating and implementing workplace transformations
- Preference for collaborative work and ability to mobilize internal and external stakeholders
- Ability to travel.

<table>
<thead>
<tr>
<th>Qualifications and experience</th>
<th>The key competencies for this position include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Director of Alumni Relations will be a knowledgeable alumni relations professional with the experience and leadership skills to contribute to the growth and success of Alumni Relations, or a similar external relationship function in a major university.</td>
<td></td>
</tr>
<tr>
<td>• A university degree is required. Being a UVic alumnus is a key asset.</td>
<td></td>
</tr>
<tr>
<td>• At least 10 years progressively responsible leadership experience ideally in university alumni relations.</td>
<td></td>
</tr>
<tr>
<td>• Experience in association and volunteer management, marketing, communications and program planning, development and delivery.</td>
<td></td>
</tr>
<tr>
<td>• Demonstrated ability to develop and maintain relationships with, and inspire, diverse stakeholders.</td>
<td></td>
</tr>
<tr>
<td>• Excellent interpersonal, communication, public speaking and presentation skills.</td>
<td></td>
</tr>
<tr>
<td>• Significant experience leading communications, marketing and audience engagement activity at the strategic, tactical and practical levels, including experience implementing varied and effective Alumni Relations programs.</td>
<td></td>
</tr>
<tr>
<td>• Experience with the role of new and emerging technologies and social media in reaching diverse audiences with targeted calls to engagement and action.</td>
<td></td>
</tr>
<tr>
<td>• Proven administrative, staff supervision, and financial experience at the executive level.</td>
<td></td>
</tr>
<tr>
<td>• Ability to use a variety of automated systems and software to develop reports and presentations and retrieve information and data.</td>
<td></td>
</tr>
<tr>
<td>• Ability to work flexible hours, including evenings and weekends.</td>
<td></td>
</tr>
<tr>
<td>• Comfort with organizational change, adapting to, initiating and implementing workplace transformations</td>
<td></td>
</tr>
<tr>
<td>• Preference for collaborative work and ability to mobilize internal and external stakeholders</td>
<td></td>
</tr>
<tr>
<td>• Ability to travel.</td>
<td>• Personal effectiveness as a leader to inspire staff, volunteers and campus partners in the development of a high quality alumni relations program.</td>
</tr>
<tr>
<td></td>
<td>• Excellent communications skills to engage a diverse population of alumni of all ages.</td>
</tr>
<tr>
<td></td>
<td>• Ability to influence the development of a culture amongst alumni of giving back to the university.</td>
</tr>
</tbody>
</table>
• Creativity and innovation in program development and ability to marshal resources to their highest and best use.
• Superior insight into best practices in the field of alumni relations and the ability to interpret and adapt such practices within the context of UVic.
• Ability to build positive attitudes and behavior through effective relationship management practices.
• Ability to focus on results and motivate staff, volunteers and campus partners to continuously improve outcomes in alumni relations.

7. Unusual working conditions.

Functioning in the capacity of Executive Director of a separately incorporated society while reporting to the University requires superior volunteer management skills in order to sustain the active involvement and commitment of alumni board volunteers in support of the university and its academic mission.

Date of Completion: ________________________________

Signature of Incumbent: _____________________________

Signature of Director: _______________________________