1. Position Identification

<table>
<thead>
<tr>
<th>Position Number</th>
<th>993530</th>
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<tbody>
<tr>
<td>Position Title:</td>
<td>Course Materials Associate Manager</td>
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<tr>
<td>Department:</td>
<td>Bookstore</td>
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<td>Reports to:</td>
<td>Bookstore Manager</td>
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<tr>
<td>Number of Direct/Indirect Reports</td>
<td>Direct 6  Indirect 2</td>
</tr>
<tr>
<td>Classification Level</td>
<td>SG 11</td>
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<tr>
<td>Last Updated</td>
<td>May 2018</td>
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2. Position Summary

The UVic Bookstore provides a one stop shop for course materials, school supplies, computers, clothing and gifts. The Bookstore offers services to faculty, students, staff, members of the local community and is part of a greater community of campus service providers.

The Course Materials Associate Manager is responsible for the management and administration of the Textbook & Tradebook Departments of the Bookstore, including assisting with the development of the strategic direction of each department, maintaining the budget and sales forecasts, developing yearly goals and objectives, the acquisition and control of both print and digital inventory and the production of copyrighted materials.

In addition to driving department strategy, the Course Materials Associate Manager oversees the course materials adoption process, pricing, ordering/receiving, returns, buyback, copyright compliance, and all other facets of the course materials process. An enhanced focus on pricing models, the ability to aggressively lower course materials pricing through marketplace sourcing, rentals, buyback, and price negotiation, are essential to the specific business model of the UVic Bookstore.

The Associate Manager ensures course materials are ready and available as needed to meet the needs of faculty, staff and students and to address all customer service concerns on behalf of the department. This position will also create and maintain effective relationships with traditional and non-traditional suppliers of academic materials and with local and national groups of faculty, librarians, administrators, academic departments, publishers and students.

This position may be expected to work the occasional Saturday, early starting hours and additional hours to meet the operational demands of the store and travel for 1-3 weeks per year for conferences and training.

3. Key Responsibilities and Expectations

<table>
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<tr>
<td>Manage revenue streams for course materials, trade books 40%</td>
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to publishers is kept to a minimum. Actively promotes the acquisition and sale of used books and other cost-effective course materials options.

- Identify and research new products and services in collaboration with buyers (print-on-demand, digital opportunities).
- Oversee returns coordination for inventory management to ensure stock is current and returns are being processed in a financially efficient manner and to minimize obsolete inventory and markdowns/outs.
- Ensure the correct materials are ordered and processed in a timely fashion.
- Problem-solve when necessary if products don't arrive, are late, or might be incorrect or faulty.
- Oversee operation of the buyback program (purchasing used textbooks from students and other universities).
- Ensure staff is educated and informed in new technologies, practices, and opportunities via product demonstrations and information seminars.
- Develop and maintain strong vendor relationships and negotiates with vendors to address pricing and service issues as required.
- Establish and lead by example a high standard of customer service.
- Other related duties as necessary or as directed by the Bookstore Manager.

### Strategic business planning 20%

- Research and monitor industry publications, websites, blogs and other communication resources to identify general sales trends affecting campus stores in Canada and the US and relate them to UVic and the direction of our bookstore.
- Participate in industry conferences to learn, share and implement best practices and new ideas.
- Actively participates on the Bookstore Advisory committee to address any issues related to the provision and sale of course materials
- Provides metrics and reports that support the implemented initiatives and impact future decision making.
- Work with bookstore management team to plan and implement new products and services.
- Partner with the Marketing Manager to coordinate and implement department marketing programs.
- Prepare and deliver presentations and reports for internal and external audiences

### Build new relationships across campus 20%

- Strategically manage campus relationships by maintaining and developing strong connections with faculty and departmental administrators.
- Identify the needs of departments and work as a credible advocate of course materials options for platforms, devices, formats and content.
- Liaise directly with departments for educational opportunities regarding bookstore-related processes (textbook adoptions, technical support of products, etc.…).
- Offer alternative solutions when necessary: print-on-demand, coursepacks, digital solutions.

### Human Resources

- Supervise and schedule people across 2 departments and
| 15% | seasonal casual employees, including 2 textbook buyers and 1 trade book buyer to ensure accurate and effective ordering.  
  
• Lead and support department supervisors and staff in daily work to meet departmental financial and non-financial goals.  
• Work with the staff to set annual performance goals in line with the Bookstore's budget and operational expectations and meets with the staff on a regular basis to ensure that goals are being met.  
• Assist with hiring for permanent positions and responsible for hiring of casual employees.  
• Informal supervision of people throughout the Bookstore, the computer store, and Finnerty Express.  
• Address performance issues within the department and follow up with performance management action as needed. |
|---|---|
| Copyright Guidelines 5% | • Work closely with the Copyright office and the Library to establish campus guidelines in compliance with copyright regulations.  
• Establish the Bookstore's procedures for the production of custom course materials using "fair dealing."  
• Review the operation of the customer course materials process after each term to ensure legal compliance with copyright regulations. |

4. Classification Factors:

**Problem-Solving:**

Requires in-depth analysis of complex and variable problems as well as critical thinking and judgment to identify solutions that are often difficult to find. Solutions require the interpretation, evaluation and adaptation of procedures, policies and precedents. Investigation and innovative thinking are required to develop new methods and procedures.

**Examples:**

Higher education administration looking for background on Open Educational Resources (OER) in conjunction with Technology Integrated Learning and the Director of TIL, UVIC Libraries and the Copyright Office and how it affects student learning outcomes and student affordability. Also understand the impact to the Bookstore business model. Annual meetings with BC Campus and Campus Stores Canada and the Textbook Affordability Conference

Determine the consequences of adopting inclusive access as it relates to the Registrar’s Office, the Technology Integrated Learning department, faculty and above all students and textbook affordability. Understanding the impact to students and faculty that could arise from course materials included in course fee and the publishers requirements of 100% adoption

Work with all levels of the University to determine the costs associated with the previous Access Copyright agreement.

Work with faculty and departments to offer guidance and understanding of new formats of course materials (digital, print-on-demand, digital coursepacks, etc.) As interest in digital materials increases, instructors with little or limited knowledge about options, often consider exploring alternate ways to offer academic products to students & faculty.

**Responsibility for Financial & Material resources:**

As an ancillary unit and not reliant on base-funding, the Bookstore is responsible for generating income in order to maintain its cost-recovery structure. This position is responsible for nearly 65% of the entire revenue of the operation which is vital to the continued success of
the store. Decisions that are made and overseen are essentially the primary source for the budget of the overall operation.

Directly responsible for 40% of the textbook department’s revenue, approximately $3 million in sales. Required to ensure efficient inventory management in relation to shipping costs, the purchase of used books, buyback, returns of overstock, and the fluctuating nature of the US-Canadian dollar exchange rate.

Ensures the efficient and cost-effective return of unsold books by the returns coordinator. Coordinating returns requires working with shipping staff and determining the financial implications of returning books or keeping them for potential subsequent use in future classes.

Decisions are reviewed by the Bookstore Manager to determine if they meet the Bookstore’s budget, business plan and long term strategic goals for growing the business. This position will have signing authority for PCard and for minor purchases for the Departments.

Responsibility for Human Resources:
Given: The incumbent provides direct, formal supervision of approximately 6 CUPE Textbook/Tradebook staff and Textbook Casual staff, and informally supervises various positions throughout the store (cashiers, receiving staff, Finnerty’s Express, the Computer Store, casual employees etc.). Selecting and evaluating term and regular CUPE staff and determining training and staff development needs. The Associate Manager sits on hiring panels, acts as hiring manager, and plays an integral role in the staffing and human resource needs of the general bookstore. This position works closely with the Bookstore Manager and management team in hiring decisions and in determining short and long-term human resource needs.

Received: The Course Materials Associate Manager meets with the Bookstore Manager on an as-needed basis to discuss issues related to the department. The Bookstore Manager has the final say on policy issues and advises on human resource issues.

Impact of Decisions and Actions:
This position is responsible for ensuring the availability of textbooks and associate materials over multiple terms. Decisions regarding selection, inventory, margins, and purchasing guidelines significantly affect the financial viability of the Bookstore, the store’s reputation as a credible source for course materials and, potentially, the University’s reputation.

This position is responsible for a major source of revenue for the bookstore (approximately 65%), it is also the primary source of course materials and supplies for the vast majority of UVic students. Effective and available course materials directly impact the entire university as they remain integral components of the learning process. This responsibility is ongoing and impacts a large portion of the institution and ultimately the success of our students.

Independence:
Work is performed in accordance with practices, procedures and policies, considerable latitude in selecting work methods. Objectives are set by the person performing the job in conjunction with management and based on needs of service users. Work reviewed for effectiveness on completion of projects. Informed guidance is available. Any major changes regarding the direction of the department or new programs are discussed with both the Bookstore Manager and the Director of Campus Services.

5. Summary of qualifications:
A minimum of an undergraduate degree and at least five years’ of experience in retail and retail management is required. In addition, this position requires 3 years’ experience providing formal supervision and experience using a variety of related technology and software.

An equivalent combination of education, training and/or experience may be considered.
Further to the education and experience, this position requires the following skills, knowledge and abilities:

**Professional:**
- A deep understanding of the higher educational publishing business, which is a unique retail marketplace.
- An understanding of the issues and opportunities facing higher education institutions of and the ability to communicate how the Bookstore can help faculty address those areas.
- A broad knowledge of the vendors and companies involved and the major players in those companies.
- Knowledge of the broad range of issues (duty, customs, brokerage, shipping, international exchange rates, Homeland Security privacy issues) involved in cross-border and international trade.
- Ability to interpret an extensive variety of information; defining problems, collecting data, establishing facts, drawing conclusions, developing solutions and preparing reports.
- Excellent interpersonal communication skills are essential
- Ability to work independently and collaboratively in a team environment
- Proven track record achieving project goals on time and produce deliverables of a high quality
- Ability to work effectively with a diverse population and with all levels of university personnel
- Demonstrated leadership, supervisory skills and the ability to inspire a team.
- Ability to supervise and train employees, using a coaching style to foster a cooperative work environment.

**Administrative:**
- An understanding of tax regulations, margin, and the various statistical equations required to create pricing models.
- Strong skills in retail inventory controls.
- Ability to oversee end-of-day sales paperwork.

**Technical:**
- Understanding in a large number of computer programs is required, including but not limited to: MBS Inventory Management System, Banner, Inter-Collegiate Book Buyback (links with schools across North America), Electronic Faculty Adoptions, ViewCat, FAST, Adobe and all common office programs.
- Sufficient facility to be able to instruct software designers in the development of new programs, content management systems and websites to meet changing needs.

**Asset or Preference:**
- Experience buying course materials for a University
- Experience in higher education publishing or trade retail
- Publishing or legal background sufficient to ensure compliance with copyright and contract law

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**Employee’s Signature:**  
**Date:**

**Manager’s/Supervisor’s Signature**  
**Date:**