

MOLLY MORRIS, BEd, MLCE

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PROFILE

A highly experienced professional with a broad range of skills in policy development and implementation, communications, human resources and operational administration. Passionate about bringing effective leadership to organizations to achieve streamlined, dynamic and responsive operations supported by high achieving cross-functional teams. Recognized as a superior people-manager in complex institutional settings, who leads with the right balance of autonomy and support needed by each employee to create teams that deliver exceptional results.

PROFESSIONAL EXPERIENCE

York University, Division of Students

2016 – 2021

Manager, Communications and Marketing

Managed a multidisciplinary team to implement strategic communications to a diverse audience and achieved exceptional results in support of key objectives. Key achievements included:

- Managed the execution of strategic communications plans for cross-functional business units and critical operational projects, resulting in consistent, impactful communications that contributed to supporting student success, improving retention and increasing applicant conversion.
- Applied subject-matter expertise to student-facing communications around emerging and critical issues (e.g., labour disruptions, pandemic response) to ensure timely, coherent and consistent outreach and response to current and prospective students.
- Led the team responsible for content development of communications campaigns to achieve harmonized student-centric websites that supported students through a trajectory of service needs.
- Provided cross-functional guidance to institutional working groups to ensure effective communications in the rollout of strategic programs, including: developing a framework for evaluating job competencies; introducing a cannabis legislation policy; serving on the University Tribunal to hear and adjudicate student violations of University regulations; and contributing to Anchor York U, York's initiative to leverage stakeholder relations within its neighbouring communities.
- Reported to senior leadership on campaign and project effectiveness, aligning key performance indicators with strategic objectives and priorities to inform effective new policy and program direction.
- Prepared project reviews, briefs and proposals to provide background, research findings, best practices and recommendations for new initiatives and organizational operating procedures.
- Supported seven direct reports with mentorship and leadership modelling to enable growth in their professional development and embed continued engagement and a culture of respect.

York University, Office of the University Registrar

2011 – 2016

Assistant Registrar, Information Systems and Publications

Developed and delivered communications to 55K+ current students, utilizing print and digital media, and led training to all University faculty and staff for complex Student Information System software tools. Key achievements included:

- Effectively led of a team of communications and training professionals, resulting in increased productivity, engagement and professional development.
- Developed a current student communications and publication schedule to improve coordination and strategic deployment of cross-platform communications.

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- Led the assessment, planning, production and launch of new website assets, including the transition to new platforms, resulting in improved website usability and enhanced student/client service measured through analytics and feedback.
- Developed and launched new online Student Information System training materials for improved efficiency of training program, which streamlined access to staff training and maximized limited in-person resources.
- Assembled and grew a team of seven direct reports to a cohesive, engaged, cross-functional unit.

The Learning Partnership

2007 – 2011

Human Resources Manager

Built an HR strategy and developed policies and procedures for managing compensation and benefits, performance management, recruitment, and information management, to standardize and embed consistent HR practices in an organization of diverse education and administrative professionals. Key achievement included:

- Initiated comprehensive compensation review as part of a GTA non-profit HR network that spearheaded the first annual Boland Compensation Survey for the Non-Profit Sector in Ontario. The review resulted in the establishment of defined position classifications and salary ranges as well as salary review and pay practices policies.
- Advised the Senior Management Team on HR responses and proactive change-management initiatives for implementation at onset and duration of economic recession. Recommendations that were accepted and implemented included nine days of summer office closure, institution of vacation purchase plan, and restructuring and streamlining administrative positions.
- Introduced a formal performance review protocol based on evaluating and setting performance objectives and providing meaningful feedback to staff and supervisors.
- Lead the Health and Safety Committee in all workplace health and safety policy issues and developed and implemented a pandemic response plan for the organization.
- Developed and introduced a comprehensive organizational Risk Management Plan crossing governance, finance, IT and HR jurisdictions.

memDesigns

2006 – 2019

Founder and Sole Proprietor

Created and ran a home-based website design and website maintenance business, through the Ontario Self-Employment Benefits Program. Services included client engagement, client relations, website design and maintenance, search-engine optimization, blog creation, e-mail marketing, and print collateral layout and editing.

The Law Society of Manitoba

1995 – 2006

Administrative and Human Resources Manager

Developed and implemented administrative and employee policies and procedures for an office with a staff of 45 full-time, part-time and job-shared positions. Key achievements included:

- Provided comprehensive review and recommendations on the continuing suitability of the Law Society group benefits plan; researched, negotiated and implemented a new plan; negotiated annual contract renewals.
- Conducted compensation and benefits reviews on a regular basis, researching market trends and industry standards, ensuring continued compliance with the Society's budgetary needs.

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- Developed and implemented a "Lawyers at Risk" program to provide mental health assistance to all practising lawyers in Manitoba.
- Led the development and implementation of the institutional Records Management Program and acted as primary liaison to the Manitoba Archives in the development of the Manitoba Archive of Legal-Judicial History.
- Developed specific policies for Maternity and Parental Leave and Short-Term Disability; reviewed regularly for continued suitability and recommended changes when necessary.
- Assisted in the implementation of a 'Respectful Workplace Policy'.
- Managed two renovation projects for a wholly owned office building, ensuring continuity of service and resources.

EDUCATION

Master of Leadership and Community Engagement, York University	2019
Bachelor of Education, University of Western Ontario	1984
Bachelor of Arts, University of Western Ontario	1983

SELECT PROFESSIONAL DEVELOPMENT

Benevity Webinar – Evolving Your Volunteer Program	2021
National Dialogues and Action for Inclusive Higher Education and Communities	2020
Mobilize YU – Theory and Practice of Knowledge Mobilization	2019
Design Thinking: Everyday Innovation, York University	2016
Leading Strategically, York University	2014
Situational Self-Leadership and Situational Leadership II, York University	2012
Forum on Standards of Excellence in Canada's Voluntary Sector, Imagine Canada	2010
Ontario Self-Employment Benefit Program, Seneca Centre for Entrepreneurship	2007

MEMBERSHIPS

Member, Institute of Public Administrators of Canada (IPAC)	2019
Member, Canadian Internet Registration Authority	since 2015

VOLUNTEER AND COMMUNITY INVOLVEMENT

Author/Contributor, 929 English Biblical Scholarship	2018 - present
Member, Anchor York U Working Group on Employment	2018 - 2021
Co-chair, Beth Avraham Yosef of Toronto Community Safety Committee	2018 – 2021
Panel member, York University Tribunal	2016 - 2021
Member, York University Cannabis Legislation Working Group	2018 - 2020
Member, York University Competency Framework Working Group	2016 - 2018
Co-chair, United Way Workplace Campaign, Law Society of Manitoba	1996 - 2004
Vice-President, Ohr HaTorah Day School Winnipeg MB	1998 – 2001