### A. IDENTIFICATION

<table>
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<tr>
<th>Position Title:</th>
<th>Program Director, English Language and Culture Program</th>
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<td>Department:</td>
<td>Lifelong Learning</td>
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<tr>
<td>Position Reports To (Title):</td>
<td>Dean, Lifelong Learning</td>
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<td>Date:</td>
<td>April 7, 2014</td>
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### B. POSITION SUMMARY

*Briefly describe the primary function and purpose of the position in one or two sentences.*

Reporting to the Dean, Lifelong Learning, the Program Director, English Language and Culture Program (ELC), is responsible for developing the strategic plan, goals, and objectives for this non-credit revenue generating program area, including the regular full-time program, open enrolment short-term programs, and customized study abroad programs for international clients and post-secondary partners. The incumbent works collaboratively with the Program Coordinators, administrative support staff, and instructors to provide strategic leadership in conceptualizing and planning new innovative English language, culture and communication programs and courses for domestic and international participants and partners, and to enhance existing ELC programs and courses that anticipate future trends and support Lifelong Learning’s strategic plans and SFU’s vision, particularly the University’s International Engagement Strategy.

The Director oversees the Program Coordinators, administrative support staff, and non-credit instructors in the design, development, implementation, marketing, management, delivery and evaluation of new and existing ELC programs, curricula, and joint programming initiatives with partners both within and outside the University.

The Director provides leadership to senior representatives across the University, in regards to the development and delivery of English as an additional language programming and the enhancement of international student supports and services across campus. The incumbent builds mutually beneficial partnerships such as articulated student pathway agreements with other British Columbian post-secondary institutions working in the international sphere; negotiates partnership agreements with international universities and colleges to provide an English language and culture study abroad experience for their students; and participates on university-wide and Lifelong Learning committees to provide expertise and information, including English as an Additional Language curriculum design, development, and delivery.

The incumbent develops and directs the program area budget (approximately $2 M), develops performance metrics, and oversees the development of marketing and communications plans and strategies for the program area, in collaboration with the Director, Marketing & Communications. The Program Director oversees the program’s international student recruitment strategy, directing resources towards new, emerging markets while maintaining a strong presence in ongoing productive markets.
C. DUTIES AND RESPONSIBILITIES
Starting with those you consider the most important, list and describe the main duties and responsibilities of the position. For each item start with an action verb and briefly describe WHAT is done, HOW it is done and WHY it is done. Indicate in the right hand column the percentage of time spent on each particular task.

Strategic Planning and Policy Development
Develops the strategic plan, goals, and objectives for this large non-credit revenue generating program area, including the regular full-time program, open enrolment short-term programs, and customized study abroad programs for international clients and post-secondary partners.

Works collaboratively with the Program Coordinators, administrative support staff, and instructors to provide strategic leadership in conceptualizing and planning new innovative non-credit English language, culture and communication programs and courses for domestic and international participants and partners, and to enhance existing ELC programs that anticipate future trends and support Lifelong Learning's strategic plans and SFU's vision, particularly the University's International Engagement Strategy.

Works collaboratively with Program Coordinators and administrative support staff to review and develop new and revised practices, policies, and procedures to improve efficiencies in the delivery of programs.

Researches and analyzes policies, practices, and standards related to non-credit English language, culture and communication programming primarily for an international context and recommends changes to the Dean, Lifelong Learning, that are consistent with the program area's ability to meet the goals and objectives.

Program Management, Development, and Curriculum Design
Responsible for the overall effective management of this non-credit revenue-generating program area.

Oversees the Program Coordinators, administrative support staff, and non-credit instructors in the design, development, implementation, marketing, management, delivery and evaluation of new and existing ELC programs, curricula, and joint programming initiatives with partners both within and outside the University.

Manages the Instructional and Program Coordinators who work closely with instructors on course/program development issues, including curriculum design and delivery.

Recommends new programs and the discontinuation of existing programs to the Dean, Lifelong Learning that are consistent with the goals and objectives for revenue generation.

Builds mutually beneficial partnerships with other post-secondary institutions to develop opportunities for joint programs and articulated student pathways.

Participates on university-wide committees and Lifelong Learning committees to represent and provide expertise regarding the program area's goals, objectives, and activities. Responds to questions regarding non-credit English language, culture and communication curriculum design, development, and delivery.

Works collaboratively with the Program Coordinators to develop performance metrics to evaluate and measure the programs’ success and ensure performance targets are achieved.

Oversees international student recruitment and enrolment activities including registration, fees payment, and documentation for student visa purposes and identify opportunities to better meet the educational needs of the community as required.

Works collaboratively with the Manager, Non-Credit Enrolment Services to ensure the efficient processing of registrations and the resolution of student account and other related matters. Deals with escalated student matters as required.
Budget and Staff Management

Develops and directs the program area budget of approximately $2 M. Works with Finance to track earned revenue (primarily tuition) and projected expenses. Evaluates the program’s success and ability to generate revenue by evaluating and comparing the actual budget performance to the projected budget. Works collaboratively with the Program Coordinators and administrative support staff to proactively identify and determine when a program offering is projected to result in a “break-even” or loss of revenue as opposed to generating revenue.

Manages and provides leadership to the program area management and support staff, including: recruiting; hiring; training; developing, monitoring, and evaluating performance; coaching; and counselling, to provide a motivating, supportive, and rewarding work environment for staff.

Works collaboratively with the Instructional Coordinator to manage the recruitment and development of non-credit instructors. Assesses the appropriateness of curriculum performance when required. Attends to classrooms when the instructor is unavailable.

Works in consultation with the Office of Employee Relations regarding all matters relating to labour relations arising out of queries with regards to contracts and contractual language by ELC noncredit instructors (who are members of the TSSU). Answers queries concerning length of contracts, reappointments, continuing employee status. Addresses step 1 grievances and assists the Office of Employee Relations in negotiating with TSSU with regards to the collective agreement.

Communication

Oversees the development of marketing and communications plans and strategies for the program area, in collaboration with the ELC Marketing and Recruitment Coordinator, and the Director, Marketing & Communications, Lifelong Learning, to create compelling international student recruitment campaigns that are designed to attract quality students and promote ELC full-time, short-term, customized, and study abroad programs. Responsible understanding international contexts when communicating with institutions, agents, administrators, and students. Creates a supportive environment encouraging respectful, cross-cultural communications in a program that enrolls students from across the globe.

D. DECISION MAKING

i) Give some typical examples of the most important decisions the incumbent is expected to make in carrying out the duties and responsibilities of the position. To what extent can the incumbent rely on established policies or advice from others in making these decisions?

Makes decisions regarding:

Development of strategic plans, goals, and objectives for ELC, a non-credit revenue generating program;

Strategic leadership in conceptualizing and planning new programs as well as enhancements to existing programs;

Development of new and revised practices, policies, and procedures;

Management of the regular full-time program, open enrolment short-term programs, and customized study abroad programs;

Development of performance metrics to evaluate and measure the program’s success;

Program area budget development and allocation of approximately $2 M; and

Human resources management and leadership including: recruiting; hiring; training; developing, monitoring, and evaluating performance; coaching; and counselling, as well as overseeing the recruitment and development of instructors.
ii) Give some examples of the types of decisions the incumbent would refer to his/her supervisor.

Refers decisions regarding:

Major changes in the direction of strategic plans;

Significant financial and budgetary changes;

Major changes in achieving performance targets;

Approval of new programs and the discontinuation of existing programs;

Serious staff performance issues and termination; and

Issues that are of a sensitive nature or that could negatively impact on the reputation of the unit, programs, department, or the University.

E. SUPERVISION EXERCISED

*Indicate the number of continuing employees for whom the position is responsible.*

Number of continuing employees reporting directly to the position: 3

Total number of continuing employees for whom the position has direct responsibility: 30*

*The incumbent of this position also has direct responsibility for approximately 25 full-time, part-time, and temporary English language instructors.

F. SUPERVISION RECEIVED

*Describe the extent to which the supervisor determines the day to day work load of the position and assists in the completion of duties. Explain the nature of guidance received and how often work is checked or reviewed.*

Works under the general direction of the Dean, Lifelong Learning and exercises a high level of independence. Work is reviewed periodically for achievement of goals and objectives, performance metrics, revenue generation, and budgetary expenditures.

G. UNUSUAL WORKING CONDITIONS

The work of the Director is highly visible within the University and the public (local, national and international); therefore, the Director will carry out their duties and responsibilities in a professional manner.

The incumbent will be based at the Vancouver campus, but will be required to travel to all SFU campuses (Vancouver, Burnaby, and Surrey) to participate in meetings and on Lifelong Learning and/or university committees.
H. ENTRANCE QUALIFICATIONS
What combination of experience, training and/or formal education do you believe is the minimum required to perform the duties of this position?

- Master’s degree in a relevant field with 8 years of related experience, including experience in strategic planning, non-credit revenue generating curriculum, course, and program development/management at the post-secondary level in an international context, and budget and human resources management, or an equivalent combination of education, training, and experience.
- Excellent knowledge of the design, development, and delivery of curriculum.
- Excellent strategic planning, curriculum, course, and program planning skills.
- Excellent budget and human resources management skills.
- Excellent organizational, interpersonal, cross-cultural, and communication (verbal and written) skills.
- Excellent decision-making, conflict resolution, and problem-solving skills.
- Excellent leadership and supervisory skills.
- Ability to mentor and develop staff.
- Ability to develop, evaluate, and measure program performance metrics.
- Ability to work collaboratively, and to develop and maintain partnerships and collegial relationships in the workplace, community, and with professional associations and industry representatives.

I. ORGANIZATIONAL RELATIONSHIPS
Indicate in the appropriate blocks the title of the position to which this position reports and the titles of positions reporting directly to it. If more detail is required, add additional blocks.