# A. IDENTIFICATION

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Director, Career and Professional Programs</th>
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<tr>
<td>Department:</td>
<td>Lifelong Learning</td>
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<tr>
<td>Position Reports To (Title):</td>
<td>Dean, Continuing Studies</td>
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<tr>
<td>Date:</td>
<td>December 20, 2017</td>
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# B. POSITION SUMMARY

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

The Director, Career and Professional Programs is responsible for developing the strategic plans, goals, and objectives for several large non-credit revenue generating programs, including writing and communications, and management and professional programs, as well as the overall effective management of these programs at all campuses. The Director works collaboratively with the Associate Directors to provide strategic leadership in conceptualizing and planning new innovative non-credit programs and to enhance existing non-credit programs that anticipate future trends and support Lifelong Learning’s strategic plans and SFU’s vision. The Director oversees the Associate Directors in the design, development, implementation, management, and evaluation of innovative new and existing non-credit program courses, workshops, seminar series, certificates, diplomas, and laddering opportunities within and outside the University. The Director provides leadership to senior representatives across the University, external business and professional association representatives, and industry experts; builds partnerships with other post-secondary institutions; and participates on university-wide and Lifelong Learning committees to provide expertise and information, including non-credit program curriculum design, development, and delivery. The Director develops and directs the program area budget (approximately $3M), develops performance metrics, and collaborates with the Director, Marketing & Communications to oversee the development of marketing/communications plans and strategies for the program area.

# 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**

The Director develops strategic plans, goals, and objectives for several large non-credit revenue generating programs, including writing and communications, and management and professional programs (e.g. business communication and professional writing, public relations, marketing communication, technical communication, creative writing, editing, new media journalism, digital communications, career development practitioner, rehabilitation management, business analysis, project management, general management, risk management, technology management, supply chain management, accounting, and customized programs).

Works collaboratively with the Associate Directors to provide strategic leadership in conceptualizing and planning new innovative non-credit programs and to enhance existing non-credit programs that anticipate future trends and support Lifelong Learning’s strategic plans and SFU’s vision.

Works collaboratively with 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 programming and recommends changes to the Dean 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 non-credit revenue-generating programs (writing and communications, and management and professional programs) at all campuses.

Oversees the Associate Directors in the design, development, implementation, management, and evaluation of innovative new and existing non-credit program courses, workshops, seminar series, certificates, diplomas, and laddering opportunities within and outside the University.

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

Provides leadership to senior representatives across the University (e.g. Deans, Chairs, Faculty), and external business and professional association representatives; and industry experts, to find creative ways to provide educational opportunities for non-credit program courses, workshops, seminars series, etc. Solicits and gathers feedback on potential new and existing non-credit programs.

Recommend new programs and the discontinuation of existing programs to the Dean that are consistent with the goals and objectives for revenue generation.

Builds partnerships with other post-secondary institutions to develop opportunities for joint programs.

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 program curriculum design, development, and delivery.

Works closely with the Director, Centre for Online and Distance Education (CODE) to prepare and provide select non-credit program offerings online.

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

Oversees student enrolment (registration and payment) and reviews enrolment changes identify opportunities to better meet the educational needs of the professional community.

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 $3M. 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 Associate Directors 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.

Oversees the recruitment and development of instructors (non-faculty appointments).

Communication

Oversees the development of marketing and communications plans and strategies for the program area, in collaboration with the Director, Marketing & Communications, to create compelling student recruitment campaigns that are designed to attract quality students and promote non-credit programs.
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 non-credit revenue generating programs;

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 non-credit programs;

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

Program area budget development and allocation of approximately $3M; and

Staff 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: 5

Total number of continuing employees for whom the position has direct responsibility: 10
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 supervisor 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 is responsible for the management and supervision of staff at all University campuses and will be required to travel frequently to all SFU campuses (Vancouver, Burnaby, and Surrey).

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?

A Doctorate degree in education, business management, or a related discipline, and 6 years of related experience including experience in strategic planning, non-credit revenue generating curriculum, course and program development/management at the post-secondary level, and budget and staffing 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, 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.