1. Position Identification

<table>
<thead>
<tr>
<th>Position Number</th>
<th>994198</th>
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<tbody>
<tr>
<td>Position Title</td>
<td>Associate Director, Master of Global Business Program</td>
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<tr>
<td>Department</td>
<td>Business</td>
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<tr>
<td>Reports to</td>
<td>Director, MGB</td>
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<tr>
<td>Number of Direct/Indirect Reports</td>
<td>Direct 4, Indirect 1</td>
</tr>
<tr>
<td>Classification Level</td>
<td>SG 14</td>
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<tr>
<td>Last Updated</td>
<td>October 2017</td>
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2. Position Summary

At the Gustavson School of Business, we see things differently. We pioneer business education that creates sustainable value and develops global business leaders who can help create a better world. The Master of Global Business (MGB) program is a unique Master’s program at UVic attracting students from Canada and across the world. The program is complex in its structure and delivery due to the availability of two entry points per academic year, four choices of global “Paths” by which students complete their studies; and joint delivery by UVic and eight other international partner Universities.

Reporting to the Director of the program, the Associate Director is responsible for directing the MGB team staff to ensure success of the program with regard to recruiting and admitting annually. Major elements of the role are to take overall responsibility for Program Marketing, Recruiting and Admission, Program Delivery, Administrative, Logistical and Financial Control, Student Liaison, Counselling and Support, Academic Planning and Administration and Partner Institution Liaison. This position will also be responsible for ensuring that learning outcomes of the program and its courses are clearly stated, and that they are measurable, measured and met.

3. Key Responsibilities and Expectations

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<tr>
<th>Key Responsibilities</th>
<th>Expectations:</th>
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<tr>
<td>Overall Program Management and Delivery 30%</td>
<td>Supervises UVic MGB staff (3 PEA 3 CUPE positions) to ensure achievement of program goals.</td>
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<td>Recruits, selects and supervises 5 to 6 Sessional Instructors to deliver the program’s language training component.</td>
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<td>Coordinates all elements of the program, academic and non-academic, both at UVic and for the overseas modules including oversight of the program’s student consulting projects and the coordination and delivery of language training for students.</td>
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<tr>
<td>Position</td>
<td>Responsibilities</td>
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| Program Marketing and Student Recruitment 20% | • Promotes and markets the program both in Canada and beyond, to establish cooperative arrangements with Business schools, attend education fairs and ensure the broadest exposure and the attraction of the best quality candidates.  
• Leads and directs program staff in developing and implementing marketing strategies and plans for the program.  
• Develops Social Media strategies and develops CRM strategies to track enquiries from potential applicants and convert them into applicants.  
• Develops innovative marketing strategies and the development of relationships with “feeder” Business schools in Canada and globally.  
• Ensures the development of recruitment materials and resources to ensure that all enquiries received from potential students may be answered thoroughly.  
• Directs the planning and delivery of information sessions in Victoria and elsewhere, webinars, etc. to promote the program.  
• Directs staff to attend selected career and higher education fairs to promote the program.  
• Researches similar program offerings from other Business schools in Canada and globally and remain current on the competitive marketplace, to ensure that the UVic MGB maintains a leadership role in this type of Masters level programming.  
• Seeks out opportunities to promote the MGB program in the post-secondary education sector nationally and internationally through Associations (e.g. NAFSA, CBIE) and publications (e.g. EFMD). |
| Student Liaison, Counselling, Support and student program outcomes evaluation | • Ensures that comprehensive and timely information and staff training is available so that all manner of student enquiries and requests for assistance may be |
| 20% | responded to promptly and satisfactorily by program staff.  
|     | • Oversees the development and provision of comprehensive information materials for all incoming students (including those from partner institutions) on all aspects of the program, both in Canada and overseas.  
|     | • Directs the design and development of all necessary resources to deliver a one-week program and cross-cultural Orientation module for all students during the week immediately preceding the commencement of Module 1 classes, twice annually.  
|     | • Leads and directs a team to assist and counsel students on academic, non-academic, administrative, housing, health, travel, personal, etc. issues that they may bring forward. Refer to other appropriate resources (e.g. Student Counselling Service) as needed.  
|     | • Resolves student’s complaints and appeals whenever possible and, failing this, refer issues to relevant existing channels for resolution.  
|     | • Establishes students course, instructor, module and program evaluation instruments, in accordance with UVic policy and practices; supervise the administration of these evaluations, report on them and make appropriate program improvements.  
|     | • In addition to dealing with student issues throughout the program for UVic MGB students, also ensures the provision of assistance and support to students from the program’s partner institutions before and during the periods for their studies in Canada.  
|     | • Directs the processes of reporting annually to EQUIS and AACSB in accordance with their accreditation requirements and other agencies as required.  
|     | • Liaises with program’s eight international university partners to ensure that evaluation processes are harmonized across all institutions and that partner university requirement are met.  

| Revenue generation, budget planning and financial reporting 15% | • In consultation with the Dean and Director, develops program annual budgets, within available revenues, to ensure adequate resources for satisfactory program delivery.  
|                                                               | • Approves expenditures up to approved limits for the delivery of program activities; justify, and obtain approval from, the Dean for necessary program expenditures above approved limits.  
|                                                               | • Ensures the MGB budget is reconciled monthly.  
|                                                               | • Ensures that MGB program staff is trained and competent in the use of UVic procurement and purchasing procedures (purchase orders, web requisitions, etc.) and UVic financial reporting procedures and tools (FAST financial reporting).  
|                                                               | • Directs program staff in the annual (2 entry points per year) admissions processes to ensure that admissions
targets of 80 full-time-fee-paying students per year are met.

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<th>Academic Administration and Partner Institution Liaison 15%</th>
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<td>• Studies UVic policies and procedures relating to all aspects of the delivery of a graduate level program. These include policy and regulatory frameworks and requirements governing; calendar entries, graduate admissions and records, course scheduling, CAPP reports, academic standards, financial aid, scholarships and fellowships, grading appeals processes, graduation, etc.</td>
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<td>• Ensures that all UVic academic administrative processes and procedures are adhered to and implemented as they relate to the MGB program and MGB students.</td>
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<td>• Negotiates mutually agreeable arrangements with the programs eight international university partners with respect to program administration (student registration, compatibility of grading systems, scheduling, logistics, student travel, etc.)</td>
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<td>• Ensures that any agreement reached with current and future partner institutions relating to the co-delivery of program elements do not conflict with UVic’s policies and requirements.</td>
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<td>• Negotiates complex and detailed contracts with eight partner universities, in eight countries, all with different institutional and national government frameworks and policies within which to work.</td>
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4. Classification Factors:

**Problem-Solving:**

This is a very complex program with a range of challenges that stem from the involvement of universities from eight countries (4 continents/regions) to jointly deliver a program. The Associate Director is tasked with addressing the problems that arise from institutional, logistical, cultural, pedagogical and systemic differences among the 8 partners, and the geopolitical and security issues evolving in the partner countries.

Working together with nine partner universities to deliver a masters level business education experience that is uniquely valuable where the students of all nine institutions are pursuing different degrees is a complex challenge. The Associate Director must be able to negotiate in such a way that the needs of all partners and all of their students are satisfied and in such a way that a seamless (to the students) program is delivered. Partners in the program are in Asia, Europe, South Africa and the MENA Regions whose education systems are very different from those of Canadian universities and each other.

The Associate Director must be able to respond quickly to a wide variety of complex problems.
Working with high program enrollment targets and in an environment of an increasingly competitive and complex market for Master’s level Business education, staying ahead of the game and reacting quickly to market realities are increasingly critical.

Emergency situations such as real or potential threats to students in the program who are travelling abroad where emergency communication protocols must be put into action, information gathered from the program partners, the Government of Canada and other bodies and a variety of measures taken to assess the risk involves major problem solving skills.

**Responsibility for Financial & Material resources:**
Regarding revenue generation, by successfully directing program staff for the achievement of annual admissions targets (approximately 80 students per year), the position holder is directly responsible and accountable for generating revenues to the university of approximately $2+ million annually.

This position holder has responsibility for developing, administering and monitoring expenditures of the MGB Program operating budget, including salaries for sessional instructors, program staff and operating expenses in the range of $400,000-$500,000 annually.

**Responsibility for Human Resources:**
The Associate Director provides direct formal supervision to the MGB Program Student and Partner Liaison Officer, MGB Program Assistant, MGB Program Graduate Secretary, MGB Intern (Co-op Student) and Sessional Instructors.

The Associate Director, MBA Programs and this position jointly provide direct, formal supervision for the Graduate Programs Marketing and Recruitment Officer and the Graduate Programs Admissions Officer.

The Manager, Business Co-op, is the formal supervisor of the MGB Internship Coordinator however; this position provides direct informal supervision to it as well as 1-3 consultants.

**Impact of Decisions and Actions:**
The Associate Director is responsible for the marketing and promotion of the MGB Programs to potential applicants, and to other Business schools, domestically and internationally and all decisions regarding these activities. Decisions need to be made on marketing and sales channels, the development of accurate informational material and cost control. These activities need to be planned and timed effectively and well in advance to take into account recruiting and admissions cycles of similar Master’s level business degree programs which may be competitive with UVic’s MGB.

Collaboratively, this position is involved in decision-making during discussions with current and future international partners (global universities and business schools) regarding delivery of the program and the development of joint agreements and programs. The implications of any decisions or action on the policies, regulations and obligations of the broader university (UVic) must be understood and adhered to. The position holder is responsible for providing services and program components that meet the expectations and needs of partner institutions and their students. These services and components are far more complex than what would be faced in a normal program delivered domestically and containing primarily academic components.
These complexities are multiplied by the fact that the program now has eight international partners, with whom the program is jointly delivered.

Decisions made by the Associate Director could have major financial and reputational implications for the MGB Program, Faculty and University.

**Independence:**
Very broad program objectives are understood, but objectives in the form of program direction, delivery and quality control are set by the Associate Director. Responsibility for planning annual budgets, spending decisions within budgets, for student recruitment and admissions efforts, for supervising program staff and for executing the day-to-day and term-to-term delivery of the program is left largely to the position holder.

It is the responsibility of the Associate Director to independently see to it that annual intake of students meets set goals with regard to numbers, quality and diversity.

### 5. **Summary of qualifications:**

A graduate degree in Business, Public Administration or other relevant discipline and seven to ten years related senior administrative experience in a leadership position in a unionized, public sector organization preferably in a post-secondary institution, including:

- International experience in the form of work or travel and/or familiarity with other cultures and sensitivity to working in an intercultural environment is required
- Demonstrated innovation and success in program: development, management, sales and promotion, implementation and communication.

**Essential Knowledge, Skills, and Abilities include:**

- Excellent supervisory skills;
- Advanced writing and oral communication skills and a strong commitment to customer service;
- Excellent interpersonal, tact, persuasive and diplomatic skills;
- Ability to research and analyze subject matter, identify issues and trends, and generate summaries and recommendations;
- Ability to make presentations to large groups and to speak publicly through various forms of media;
- Ability to set goals, establish priorities, think creatively, implement new ideas, and manage change;
- Ability to plan, organize, and effectively manage a considerable workload with multiple priorities and demands and produce results within restrictive timelines;
- Ability to delegate responsibility and authority as appropriate;
- Ability to remain calm, friendly and articulate in the face of adversity;
- Ability to foster and maintain effective working relationships with Gustavson faculty and staff, University stakeholders, and external contacts to meet objectives of the business school.
- Ability to further develop and maintain the degree program.
- An agile, entrepreneurial approach to conducting business that is also mindful of University regulations and constraints.
• Proficiency in navigating and effectively using a range of standard office software including Microsoft Office, Access, Outlook, specialized data management, learning management and financial and student systems such as CourseSpaces, Banner and FAST, as well as course planning and scheduling software

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<th>Employee's Signature:</th>
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<th>Manager's/Supervisor's Signature</th>
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