POSITION SUMMARY

QUEEN'S UNIVERSITY - GENERAL STAFF

POSITION TITLE: Director, Learning Enhancement and Distance Studies (LEADS)
DEPARTMENT: Faculty of Arts and Science
CLOSING DATE: January 31, 2021

JOB SUMMARY:

Reporting to the Executive Director, Finance and Operations for the largest Faculty of the University, the Director, Learning Enhancement and Distance Studies (LEADS) is responsible for translating the academic mission of the Faculty to formulate strategy for maintaining and enhancing the quality of the undergraduate and graduate student learning experience in all modalities (face-to-face, blended and online), and for preserving and expanding online and distance studies.

The Director, (LEADS) operates with a high degree of autonomy within a complex academic environment to develop and implement short- and long-term priorities, plans and initiatives for learning enhancement (including revenue driven and micro-credentials) in the Faculty in response to University metrics. Using evidence-based approaches, this position develops Faculty policies and practices to support new teaching and learning opportunities, including those involving educational technology; stays abreast of, and responds to, developments across the higher education sector and seizes upon opportunities for funding.

The Director, (LEADS) is an integral part of the senior management team in the Faculty of Arts and Science and has overall responsibility for the staff members in the Teaching & learning unit, and directly supervises the Associate Directors.

KEY RESPONSIBILITIES:

Learning Enhancement and Quality Assurance

- Together with the Associate Dean (Teaching and Learning), oversees the enhancement of the undergraduate and graduate student learning experience in the Faculty.
- Analyzes and reviews the metrics used by the University to benchmark and measure educational quality, develop and monitor evaluation approaches, instruments, analyses, and supporting key performance indexes against objectives. Develops plans and implements short- and long-term Faculty- wide strategic initiatives to improve the Faculty's revenue and performance.
- Assesses, recommends and implements Faculty policies and regulations to support new developments in teaching and learning.
- Investigates current research into applied cognition and teaching and learning in order to ensure that all initiatives, policies and recommendations are grounded in evidence and good practice.
- Identifies and implements quality standards, and provides leadership as necessary for quality assurance processes, for all aspects of online and blended course development, design and delivery, in accordance with evidence-based best practices.
- Guides the equity, diversity, inclusivity and Indigenization teaching initiatives in the Faculty.

- Oversees the development of new online programs through the Queen's University Quality Assurance Process.
- Leads review, evaluation, development and operationalization of new processes, tools and technologies for ensuring the highest levels of student learning experience and academic integrity in online courses, and supports the implementation of appropriate technologies to enhance learning across the Faculty in both on-campus and online courses.
- Represents the Faculty in all matters pertaining to the integration of educational technology in the undergraduate curriculum.
- Designs and delivers, in collaboration with the Centre for Teaching and Learning, professional development support for faculty members and teaching assistants.

Online and Distance Studies
- Represents the Faculty in all matters pertaining to distance and online learning.
- Determines short- and long-term plans for online studies in response to developments in the educational market, student demand, advances in technology and the Faculty's strategic priorities.
- Makes recommendations for policy and procedural changes regarding online student matters to the Dean, the departmental Undergraduate Chairs and to Faculty Board.
- Oversees the development and delivery of online courses and programs to both on-campus and distance students.
- Oversees online course planning and capacity.
- Designs and implements support programs for faculty members and teaching assistants involved in the development and delivery of online and blended courses.
- Maintains the integrity of online studies for the Faculty, working with Communications to develop strategies for recruitment, marketing and admission for undergraduate distance studies in the Faculty and overseeing their implementation.
- In partnership with Communications, ensures a 'first day to convocation' learning community for distance students connecting them with virtual services to ensure their success.
- Analyzes statistical and financial information to inform short- and long-term planning in relation to online enrolment.

Curriculum and Academic Policy
- Leads the planning, development, delivery, review and assessment of policies and quality standards for online learning in the Faculty, and responsible for implementing those standards in the development and delivery of high quality online and blended courses.
- Leads curriculum initiatives to develop fully online certificates, diploma and degree programs, including the creation of new programs in response to student demand both within the University and externally, and overseeing the program's progress through the Queen's University Quality Assurance curricular approval process.
- Oversees and participates in the planning and development of academic writing courses and programs as a member of the Faculty Writing Advisory Committee.
- Recommends changes to the academic and admission policies of the Faculty in response to new developments in teaching and learning, and to accommodate distance learners.
- Advises the Faculty on the interpretation of regulations and policies in the context of evolving educational practices involving technology.

Financial Management
- Prepares and manages annual and long-term budget planning activities and associated

risks within the portfolio, including oversight of expenses within the allocated budget and ensuring effective management of funds from all sources to initiatives and strategic plans. Define mechanisms for budget and risk monitoring that are consistent with established professional principles; provide oversight for significant or sensitive financial transactions.

Outreach and Training
- Represents the Dean and the University at meetings, functions and committees as required. Participates as the University's representative at conferences and in Canadian and Ontario distance and online professional organizations such as the *Ontario Council for University Lifelong Learning* (OCULL) and the *Canadian Association for University Continuing Education* (CAUCE).
- Actively engages Department Heads and Chairs of Undergraduate and Graduate Studies in the maintenance and expansion of online courses and programs to meet the Faculty's enrolment management goals as well as to serve the Faculty's distance learners.
- Recommends, initiates and collaborates on the development of new online certificate, diploma and degree programs. Liaises with Department Heads in other Faculties to collaborate on online offerings.
- Actively engages faculty members and Undergraduate Chairs in Faculty initiatives to enhance learning in the undergraduate curriculum and in issues related to educational technology.
- Remains informed about new methodologies, technologies and processes related to technology-mediated learning and advises the Faculty's Student Services staff and advisors on new learning enhancement initiatives, emerging trends and industry standards. Provides consultation to the faculty in the determination of priorities about current and new online course and program offerings.
- On behalf of the Faculty, liaises with and informs the Centre for Teaching and Learning, IT Services, the Ban Righ Centre, Student Academic Success Services, and the Library on such matters as academic support for instructors, teaching assistants and students, educational technology and support, e-resources, and copyright.
- Liaises with the Office of the University Registrar, and the Admission Office on matters related to the recruitment and admission of distance students, and Records and Services for online offerings.
- Liaises with Marketing and Communication on marketing strategies for online studies and with the Office of the Vice-Provost (Teaching and Learning) on such matters as the Queen's University Quality Assurance Process.
- Ensures Faculty compliance with AODA standards in online environments and advises the Faculty on adherence to academic integrity standards in online assessment.
- Represents the Faculty and its interests on other University-level committees as required.

Human Resources Management
- In consultation with the senior management team, develops and implements the Teaching & Learning human resource plan.
- Provides direct supervision to the Associate Director, Planning and Operations, the Associate Director, Curriculum Development and Instructional Design, and Associate Director Experiential Learning.
- Promotes a culture of inclusion, with a commitment to the university's equity, diversity, accessibility, and inclusion initiatives designed to foster an inclusive, supportive, and welcoming work environment for individuals with diverse backgrounds and identities.
- Plans, prioritizes and manages the work of employees, providing strategic and tactical advice, guidance and coaching. Identifies the need for staff resources, participates on

staffing committees, and makes effective recommendations regarding employee selection.

- Manages performance by establishing performance standards, reviewing and evaluating performance and conducting formal performance reviews on an ongoing basis.
- Assesses staff training and development needs and ensures that employees receive training required to improve and sustain successful performance.
- Investigates, addresses and resolves employee/labour relations issues, including disciplinary matters. Makes decisions or effective recommendations on matters involving possible discipline, discharge and probationary termination.

REQUIRED QUALIFICATIONS:
- Graduate degree in a related field with ten or more years of progressive experience in a management role in an academic environment dealing with both students and faculty members.
- Eight or more years of progressive experience in a senior role in an academic environment, with a proven track record of success managing online learning.
- Thorough knowledge of effective teaching and learning practices in higher education and of educational technologies and how they support teaching and learning, both in the classroom and online.
- Demonstrated experience addressing equity, diversity, inclusivity and Indigeneity in the curriculum and the classroom.
- Experience in strategic planning, budgeting, policy development and writing, data acquisition and report writing.
- A sound understanding of the integration of educational technology to enhance teaching and learning in higher education, and demonstrated commitment to, and experience with, developing services and programs to support students, faculty and teaching assistants in blended and online environments.
- Experience managing a large team of individuals carrying out a diverse range of activities and strong stakeholder relations.
- Knowledge of regulations and policies in the Faculty and the University, of the organization and operations of the Faculty's academic programs and of the curriculum of its academic departments or understanding of an equivalently complex academic environment.
- Broad knowledge of university structure, policy, regulations and administrative systems.
- Consideration may be given to an equivalent combination of education and experience.

SPECIAL SKILLS:
- Strategic planning skills concerning learning enhancement across a multi-disciplinary Faculty and concerning online curriculum and program development.
- Demonstrated creativity and innovation, with the ability to respond to a rapidly evolving environment (i.e. educational technology) and define courses of action.
- Management skills and leadership skills, with the ability to motivate and create a positive work environment and coach staff to deliver strategic objectives.
- Demonstrated ability to lead change and innovation; create a safe environment for creativity; advance and implement strategies that manage the scope and pace of change and demonstrates resilience and a positive outlook in an environment of uncertainty.
- Sound program and project management skills to identify new opportunities for online studies courses and continuous learning development, lead development and implementation of revenue generation plans.
- Analytical, interpretive and problem-solving skills. Ability to synthesize information from a wide variety of sources.

- Excellent organizational skills with demonstrated ability to prioritize multiple and potentially conflicting goals in order to maximize the effective use of resources.
- Demonstrated ability to elicit trust to build collegial relationships and to foster communication and partnerships between and amongst diverse individuals and teams.
- Financial management skills for strategic decision-making to introduce new programs, develop incentives for partners, manage annual budgets and set budgets for grant proposals.
- Ability to negotiate effectively with the competing demands of diverse groups, using highly developed relationship building, and influencing skills to secure commitment, effectively articulate and recommend approaches to resolution, and achieve results.
- Excellent communication and interpersonal skills and ability to communicate a compelling vision which can be shared and championed by staff.
- Excellent both oral and written skills, including public speaking with diverse groups of people and the ability to establish credibility with senior professionals and academics.
- Excellent computer skills, with sound knowledge of the Faculty's learning management system and educational software.

DECISION MAKING:
- As a member of the senior management team:
    - Allocates resources and evaluates competing priorities when planning programming and setting goals by identifying the significance, benefits and risks of available alternatives.
    - Exercises judgment in determining when to involve the Dean and other members of the senior management team on issues that require decisions, and when to make decisions and take action independently.
    - Determines communications that will effectively demonstrate the connection between quality standards and the policies and procedures for online course development and delivery in the Faculty.
- Determines and implements the quality standards for the design and delivery of online courses.
- Decides short- and long-term programming for online offerings.
- Determines and implements the required structures and supports for specific Faculty initiatives to enhance the student learning experience.
- Recommends and participates in the determination of policy and regulations.
- Supervises and co-ordinates staff. Decides how to delegate work in order to maximize equity, capacity, productivity and skill development.
- Evaluates employee performance and decides on appropriate training or coaching to address lack of proficiency in carrying out responsibilities, or remedial action for staff disciplinary situations.
- Assesses investigation outcomes of grievances and makes effective recommendations on appropriate course of action or next steps on grievances.
- Makes effective recommendations on level of discipline up to discharge and probationary termination.

APPLICANTS PLEASE FOLLOW THE LINK BELOW:
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