

JOB DESCRIPTION	
Job title: Associate Director Academic Enterprise Business Operations/General Manager UAL Short Courses Ltd	Accountable to: Director of Academic Enterprise/Managing Director UAL Short Courses Ltd
Contract length: Permanent	Hours per week: 37 Weeks per year: 52
Salary: c£75k	Grade: Associate Director
Service: Operations & External Affairs/Academic Enterprise	Location: High Holborn/Kings Cross
<p>What is Academic Enterprise?</p> <p>The department of Academic Enterprise (AE) leads the University of the Arts London's third stream income operations and is integral to the University's long term development. Its mission is to increase the amount of income generated by the University from non-core teaching and research activities. It includes a number of successful existing business operations: UAL Short Courses Ltd, the UAL Awarding Body, the Language Centre, the University's Study Abroad programme and Knowledge Exchange work. Over the next year Academic Enterprise will be adding new businesses focusing on widening our offer to children through both UAL Short Courses Ltd and the UAL Awarding Body and supplying our students and graduates as temps to creative businesses in the UK through a new venture, UAL ArtsTemps Ltd.</p> <p>Academic Enterprise is a successful, growing, department with a combined turnover of £33m in 2017/8, mostly from B2C activities. There are approximately 200 salaried staff and 1,100 hourly paid teaching staff and external moderators working in Academic Enterprise operations in all UAL's colleges as well as central university services. Around 65,000 students study on short courses or qualifications offered by AE business units.</p> <p>Academic Enterprise has grown very fast in the last 4 years from a turnover of £27m in 2015/16 to an expected £38m in 2019/20 with a continued increase in surplus. Each of the AE business units operates at scale and is dependent on effective business processes and systems to be able to do so efficiently. There has been significant investment in new systems for two of our businesses in the last 2 years and new systems are planned for other businesses in the next two years, as well as a new University-wide CRM.</p>	
<p>What is the purpose of the role?</p> <p>The post of Associate Director AE Business Operations is a new role required to provide leadership for the change processes required to embed new business systems, continuous improvement, customer service and value for money within the commercially focused Academic Enterprise environment. This will include business process development and implementation across all the business units that make up Academic Enterprise. The postholder will also provide strategic leadership for marketing in AE business units and will lead the departmental contribution to the University's student progression developments. The role will involve close liaison with the Business Systems team in UAL Finance. The role will include:</p> <ul style="list-style-type: none"> • Working with our new business UAL ArtsTemps Ltd which will supply our students and graduates as temps to a range of creative industry clients • Leading Academic Enterprise's contribution to the University's student progression developments • Working with the University's department of Communications & External Affairs to contribute to the development of the CRM and other marketing development initiatives. • Leading the department's efforts to acquire formal customer service recognition for all 	

businesses

The Associate Director AE Business Operations will also be the General Manager of UAL Short Courses Ltd (UALSC), the University's long-standing and profitable short course operation which delivers learning to 16,500 students annually from all over the world. The short course students range in age from 7 to 80 and our market-driven offer needs to constantly change to meet their needs and interests. We deliver both face to face and online short courses. The business operates in all of the University's six colleges with off-site provision for younger learners.

Duties and Responsibilities

UAL Short Courses Ltd

- To lead the annual business planning process for UALSC ensuring that each UALSC unit has properly planned for development and growth on an annual basis. To ensure that all budgets are signed off by the Managing Director of UALSC and the University's Chief Operating Officer and that they are monitored effectively on a monthly basis.
- To manage the UALSC college based and online Business Managers and to direct their efforts towards the achievement of strategic priorities at college and University level and business growth. This will include chairing the company's monthly management meeting.
- To represent UALSC and AE more widely in all cross-University strategic developments in support of its student progression work.

Business Operations & Strategic Marketing

- To lead the department's change processes particularly focused on system and business process developments and improvements.
- To work with senior managers across Academic Enterprise's business units to improve, develop and implement new business processes and operations in line with the University's strategic plans.
- To lead the department's contribution to the University's student progression developments including ensuring that students learning with UALSC, the UAL Awarding Body and Study Abroad have a wide range of opportunities to progress to further study.
- To work closely with the General Manager (tba) of UAL ArtsTemps Ltd to ensure full integration with HR, finance and IT systems at UAL. This will include line managing the temporary project manager for the development of the new business.
- To lead the cross AE effort to acquire appropriate formal customer service recognition for all business units.
- To manage the continued improvement of AEMSS (Academic Enterprise Marketing & Sales System) and other AE systems to ensure that maximum benefit is gained from them and the investment of time and money made in them.
- To lead the marketeers across Academic Enterprise to ensure alignment and strategic development between marketing operations in the various business units
- To work with the department of Communications & External Affairs to ensure that Academic Enterprise needs are met through the new UAL wide CRM and development of marketing operations
- To work with the Director of Academic Enterprise to ensure departmental and subsidiary compliance through effective process management with a range of statutory systems including, but not limited to: health & safety, safeguarding, GDPR, IR35, right to work checks, Agency Worker and Conduct Regulations.
- To ensure the effective management of the central AE operations team including staff development, student visa checking, right to work and DBS processes for hourly paid staff.

Other Conditions

As a senior member of the University the following applies:

- You are expected to work such hours as are reasonably necessary to fulfil the duties and responsibilities of the role.
- You may be required to work such additional/different hours as may from time to time be necessary for the proper and efficient discharge of duties which may include evenings, Saturdays, Sundays and bank holidays.
- You may be required to regularly travel to other sites or internationally as necessary.

General

- Assume other reasonable duties consistent with your role which may be assigned to you anywhere within the University.
- Undertake health and safety duties and responsibilities appropriate to the role.
- Work in accordance with the University's Equal Opportunities Policy and the Staff Charter, promoting equality and diversity in your work.
- Personally contribute towards reducing the University's impact on the environment and support actions associated with the UAL Sustainability Manifesto (2016 – 2022).
- Undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal scheme and staff development opportunities.
- Make full use of all information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.
- Conduct all financial matters associated with the role accordance to the University's policies and procedures, as laid down in the Financial Regulations.

Key Working Relationships

Internal

- Director of Academic Enterprise/Managing Director UALSC, Associate Director International Enterprise, Short Course Business Managers, Director and Deputy Director UAL Awarding Body, General Manager UAL ArtsTemps Ltd and Director Knowledge Exchange, college Directors of Business & Innovation as well as all other management and administrative staff across Academic Enterprise.
- Associate Director Finance, Director Communications & External Affairs, Associate Directors HR, Associate Directors IT, Directors of Change Management
- Finance, Legal

External

- Suppliers, contractors and agencies required for business system development
- Customers and clients of all AE business units

Specific Management Responsibilities

Budgets: UALSC budget £11m, AEMSS and other systems ongoing budgets

Staff: UALSC Business Managers x 5, AE Technical Web Manager, UAL ArtsTemps Ltd project manager (temporary), AE operations team

Other (e.g. accommodation; equipment): none

Specialist Knowledge/Qualifications	<p>First degree</p> <p>Knowledge of business change processes through staff, systems and operational development</p> <p>Knowledge of short course operations in a commercial environment</p> <p>Knowledge of creative education at all levels (desirable)</p> <p>Change management qualification (desirable)</p> <p>Project management qualification (desirable)</p>
Relevant Experience	<p>Strategic leadership and management experience in commercial education including a track record in increasing sales and profitability</p> <p>Experience of leading change in commercial business operations including staff development and review and use of consultation and communication</p> <p>Experience of leading business design and improvement projects in a highly collaborative environment including a track record in project completion to time and to budget</p> <p>Experience of working across a large organisation and successfully influencing and managing change in such an environment</p> <p>Experience of budget management and business planning in a commercial environment</p> <p>Experience of working with specialist colleagues in finance, IT and HR to ensure smooth business operations</p> <p>Experience of marketing in B2B and B2C environments</p>
Communication Skills	Communicates in a compelling and influential way adapting the style and message to a diverse internal or external audience in an inclusive and accessible way.
Leadership and Management	Motivates and leads effectively, setting the direction of one or more function and promoting collaboration across formal boundaries
Professional Practice	Contributes to advancing professional practice in own area of specialism.
Planning and Managing Resources	Effectively plans, prioritises and manages the delivery of complex projects or activities to achieve long term strategic objectives
Teamwork	Builds effective teams, networks or communities of practice and fosters constructive cross team collaboration
Student experience or customer	Leads the improvement of the student or customer experience and promotes an inclusive environment for

service	students, colleagues or customers
Creativity, Innovation and Problem Solving	Initiates innovative solutions to problems which have a strategic impact

Please make sure you provide evidence to demonstrate clearly how you meet these criteria, **which are all essential unless marked otherwise**. Shortlisting will be based on your responses and on psychometric testing which you will be asked to undertake if your application is short-listed.

Last updated: 10 December 2018