#### Trent University LogoEXEMPT JOB DESCRIPTION

**Job Title:** Director, Enterprise Applications

**Job Number:** X-187 | VIP: 1086

**Band:** EXEMPT-9

**Department:** Information Technology

**Supervisor Title:** AVP, Information Technology

**Last Reviewed:**  April 22, 2024

#### **Job Purpose:**

The Director provides strategic leadership and technical expertise to senior technology staff and managers engaged in the planning, implementation, and management of multiple large and complex information systems to support long-term strategic goals.

#### Key Activities:

* Develop and execute a comprehensive strategy for enterprise application management aligned with the Institution’s strategic plan.
* Ensure seamless integration of enterprise applications, maintaining interoperability and data consistency.
* Manage the lifecycle of enterprise applications, including maintenance, upgrades, and retirement.
* Provide strategic oversight for architectural design, focusing on scalability and adherence to best practices.
* Stay updated on emerging technologies to enhance the enterprise application landscape.
* Establish and enforce data governance policies for application quality, integrity, and regulatory compliance.
* Collaborate with business units to optimize workflows and processes using enterprise applications.
* Implement strategies to monitor and optimize application performance for efficiency.
* Drive initiatives to improve user experience, emphasizing usability and accessibility.
* Assess and mitigate risks associated with enterprise applications, including security vulnerabilities.
* Establish governance frameworks to ensure compliance with regulations and standards.
* Cultivate and manage vendor relationships, aligning with organizational goals.
* Oversee change processes related to enterprise applications for smooth transitions.
* Work with the Information Security team to manage security risks and enhance overall security.
* Develop and maintain plans for business continuity and disaster recovery.
* Execute a targeted training strategy for end-users to maximize proficiency in application usage.
* Translate IT vision and strategic direction, overseeing function-specific strategies and initiatives.
* Provide leadership for information sharing and integration of university computing systems.
* Approve plans, targets, and measures for reporting areas, negotiating resources for projects.
* Lead the development of innovative business solutions and services to build organizational capabilities.
* Develop policies, standards, and controls for operational efficiency, compliance, and risk mitigation.
* Address functional challenges impacting the university community, building relationships with stakeholders.
* Represent the university to regional and national agencies and organizations.
* Oversees and ensures that all human resource practices and processes are complied with and develops leadership strength in functional areas by coaching reporting leaders and staff in the development of critical competencies and by modelling valued leadership behaviours.
* Provides career planning advice to staff and creates development plans to help staff achieve their career goals including assigning work which leverages their skills and capabilities and provides them with opportunities for learning.
* Directs the preparation, control and administration of budgets for reporting areas and approves major expenditures.
* Negotiate and manage service-level agreements internally and externally.
* Maintain professional designations and stay updated on current IT techniques.
* Perform other related duties as required.

#### Education Required:

* Master’s degree required.
* Honours Bachelor’s Degree in Business Administration, Engineering, Computer Science, or related area from a recognized University with Canadian accreditation.

#### Experience/Qualifications Required:

* Over eight (8) years of progressive IT leadership experience in higher education or similar complex organizations.
* Demonstrated ability to lead and develop high-performing IT teams and engage diverse stakeholders effectively.
* Proven track record in managing and implementing enterprise-level applications like ERP, CRM, and LMS.
* Experience in selecting, negotiating with, and managing technology vendors to meet university standards.
* Strong communication skills to convey technical concepts to various stakeholders effectively.
* Strategic thinking to align technology initiatives with institutional goals and anticipate future needs.
* Adaptability to evolving technological landscapes, academic requirements, and organizational priorities.
* Proficient in managing IT budgets effectively and demonstrating fiscal responsibility.
* Familiarity with relevant certifications (e.g., PMP, ITIL, CISSP) and equity, diversity, and inclusion principles.

#### Supervision:

##### Direct Responsibility for the Work of Others:

* Senior Business Analyst
* Manager Solutions Architecture
* Database Administrator and Report
* Systems Analyst and Administrator
* Two Systems Developer Roles
* Systems Integration Specialist

**Job Evaluation Factors:**

##### Analytical Reasoning

*Description:*

Analytical reasoning is a critical factor for success in the role of Director of Enterprise Applications within a university environment. This factor assesses the degree of complexity and difficulty of thinking and reasoning required to fulfill the responsibilities of the position effectively.

*Degree of Complexity or Difficulty:*

The role demands a high level of analytical reasoning, as the Director of Enterprise Applications is responsible for overseeing the strategic planning, development, and management of the university's enterprise-level applications. This involves navigating a dynamic and multifaceted technological landscape, addressing complex issues, and making data-driven decisions that have a profound impact on the university's overall operational efficiency and academic excellence.

*Work Example:*

A typical scenario requiring advanced analytical reasoning skills is the implementation of a new integrated student information system. The Director needs to assess various enterprise application solutions, considering factors such as scalability, compatibility with existing systems, data security, and user-friendliness. They must analyze the specific needs of different university departments, ensuring that the chosen system aligns with academic requirements, administrative processes, and future growth objectives.

To accomplish this, the Director must conduct a comprehensive cost-benefit analysis, anticipate potential challenges in implementation, and formulate strategic plans to mitigate risks. They will collaborate with cross-functional teams, engage with stakeholders from academic and administrative units, and synthesize complex technical information into actionable insights for decision-makers. The analytical reasoning skills demonstrated in this context directly impact the successful deployment of the new system, ultimately enhancing the university's operational efficiency and supporting academic excellence.

In summary, the analytical reasoning factor for the Director of Enterprise Applications role is crucial for navigating the complexities of technology management in a university environment, with the ability to analyze, strategize, and make informed decisions that contribute to the institution's overall success.

##### Decision Making

*Description:*

The decision-making factor assesses the Director of Enterprise Applications' capacity to make sound and strategic choices in the dynamic and evolving landscape of university technology management. This factor also considers the degree of freedom to exercise initiative and act independently in making day-to-day decisions.

*Degree of Freedom to Exercise Initiative:*

The role of Director of Enterprise Applications requires a high degree of autonomy in decision-making, given the responsibility for steering the university's technology infrastructure. The director has the freedom to initiate and execute decisions within the framework of established organizational goals and policies, ensuring effective and efficient technology support for academic and administrative functions.

*Work Example:*

An illustrative example of the decision-making aspect of the role involves addressing a critical security vulnerability in the university's enterprise applications. Upon discovering a potential threat that could compromise sensitive student and administrative data, the Director must act swiftly and decisively.

In this scenario, the Director has the freedom to independently assess the severity of the security risk, evaluate available solutions, and determine the most appropriate course of action. This may involve collaborating with the IT security team, coordinating with external vendors if necessary, and communicating the situation to relevant stakeholders. The director must make decisions that balance the urgency of resolving the security issue with the potential impact on ongoing academic and administrative activities.

The ability to make prompt, informed decisions in this context is crucial to safeguarding the integrity of the university's data and maintaining the trust of students, faculty, and staff. It showcases the Director's autonomy in day-to-day decision-making, aligning actions with the university's mission and overall strategic objectives.

In summary, the decision-making factor for the Director of Enterprise Applications role emphasizes the need for the incumbent to exercise a high degree of initiative and independence in navigating daily challenges related to technology management, ensuring the smooth functioning and security of enterprise applications within the university environment.

##### Impact

*Description:*

The impact factor assesses the Director of Enterprise Applications' capacity to make decisions with far-reaching consequences, specifically examining the ramifications of their actions on the department and the broader university. It emphasizes the enduring effects of typical decisions made by the job incumbent.

*Impact or Consequence:*

In the role of Director of Enterprise Applications, the impact of decisions extends beyond the immediate department, significantly influencing the operational efficiency and technological landscape of the entire university. Decisions made by the incumbent have a lasting impact on academic and administrative functions.

*Work Example:*

An illustrative example of the impact factor is the decision to implement a comprehensive upgrade to the university's Enterprise Resource Planning (ERP) system. Recognizing the need for a more integrated and advanced ERP solution to streamline financial, human resources, and administrative processes, the Director decides to undertake a significant ERP system overhaul.

This decision carries profound consequences. The upgraded ERP system promises improved data accuracy, enhanced reporting capabilities, and increased operational efficiency across various university departments. However, it also entails challenges such as potential disruptions during the implementation phase, the need for extensive staff training, and a considerable financial investment.

The impact of this decision ripples throughout the university. A successfully implemented ERP upgrade can lead to more informed decision-making, resource optimization, and heightened institutional effectiveness. Conversely, any missteps in the process could disrupt critical university functions, affecting everything from payroll processing to student services and institutional planning.

In summary, the impact factor for the Director of Enterprise Applications role underscores the gravity of decisions related to enterprise-wide systems, emphasizing the enduring consequences on the university's overall efficiency, functionality, and reputation. The director's adeptness in navigating these complexities directly influences the institution's ability to adapt, innovate, and maintain a competitive edge in the higher education landscape.

##### Responsibility for the Work of Others

The Director of Enterprise Applications plays a crucial role in supervising and leading a diverse team of professionals, ensuring that the hiring, performance evaluations, coaching, and disciplinary actions are aligned with the department's objectives and the university's overall mission. This factor underscores the director's responsibility for fostering a collaborative and high-performing team that contributes to the success of the university's enterprise applications.

* Senior Business Analyst
* Manager Solutions Architecture
* Database Administrator and Report
* Systems Analyst and Administrator
* Two Systems Developer Roles
* Systems Integration Specialist

##### Communication

*Description:*

Effective communication is a critical factor for success in the role of Director of Enterprise Applications within a university environment. This factor evaluates the incumbent's ability to communicate with various internal and external stakeholders to ensure clarity, alignment, and successful implementation of enterprise applications strategies.

*Key Internal and External Communication Partners:*

1. Internal Communication:
   * University Leadership:
     + Purpose: Provide regular updates on the status of enterprise applications projects, aligning strategies with the university's overarching goals. Communicate the impact of technology initiatives on academic and administrative functions.
   * Enterprise Applications Team:
     + Purpose: Facilitate team collaboration, convey strategic directives, and ensure a shared understanding of the department's goals. Communicate project expectations, timelines, and address any internal challenges.
   * IT Department:
     + Purpose: Collaborate on university-wide IT initiatives, ensuring alignment between enterprise applications and broader technology infrastructure. Share updates on system integrations, security measures, and coordinate resources effectively.
   * Departmental Heads and End Users:
     + Purpose: Communicate changes in enterprise applications, gather feedback, and address concerns. Facilitate training sessions to enhance end-user understanding and adoption of new technologies.
2. External Communication:
   * Vendor Representatives:
     + Purpose: Engage with technology vendors to discuss system upgrades, troubleshoot issues, and negotiate contracts. Communicate the university's technological needs and ensure vendor solutions align with strategic objectives.
   * Professional Networks and Conferences:
     + Purpose: Participate in industry conferences and networks to stay informed about emerging technologies and best practices. Share insights, discuss challenges, and foster collaborations with peers from other educational institutions.
   * Regulatory Bodies and Compliance Auditors:
     + Purpose: Communicate with regulatory bodies to ensure enterprise applications comply with industry standards and data protection regulations. Facilitate audits and provide necessary documentation to maintain regulatory compliance.
   * Community Stakeholders:
     + Purpose: Engage with the local community to communicate the university's technological initiatives, community impact, and foster positive relationships. Address any concerns or inquiries related to technology projects.

*Summary:*

The Director of Enterprise Applications plays a pivotal role in fostering effective communication both internally and externally. Internally, the focus is on aligning technology strategies with university leadership, collaborating with internal teams, and ensuring end-user understanding. Externally, the director engages with vendors, industry peers, regulatory bodies, and the community to facilitate smooth operations, compliance, and positive external relationships. This communication factor underscores the importance of the director's ability to convey information clearly and strategically across a diverse range of stakeholders.Top of Form

##### Motor/ Sensory Skills

While the role of Director of Enterprise Applications does not require extensive physical movement or hands-on manipulation of objects, it demands a high level of proficiency in sensory skills, particularly visual acuity, auditory skills, and tactile sensitivity. These skills are integral for processing complex information, making strategic decisions, and effectively communicating with diverse stakeholders. The emphasis on cognitive and managerial skills in a technology-driven environment underscores the importance of sensory skills in achieving success in this role.

*Key Motor/Sensory Skill Requirements:*

1. **Visual Acuity:**
   * **Tasks:**
     + Analyzing complex data sets and reports.
     + Reviewing and evaluating user interfaces for enterprise applications.
     + Ensuring the visual consistency and accessibility of software interfaces.
2. **Auditory Skills:**
   * **Tasks:**
     + Participating in meetings and discussions with various stakeholders.
     + Listening to user feedback and concerns related to enterprise applications.
     + Staying informed about industry trends through webinars, podcasts, and conferences.
3. **Tactile Sensitivity:**
   * **Tasks:**
     + Engaging with touch-based interfaces and technology devices.
     + Handling physical documents and materials related to enterprise applications.
     + Assessing the tactile aspects of user experience in software design.
4. **Cognitive Processing:**
   * **Tasks:**
     + Processing and synthesizing complex technical information.
     + Making strategic decisions based on data analysis and interpretation.
     + Evaluating the efficiency and effectiveness of enterprise applications.
5. **Communication Skills:**
   * **Tasks:**
     + Articulating complex technical concepts to diverse audiences.
     + Facilitating discussions and meetings with internal and external stakeholders.
     + Composing clear and concise written communications for reports, documentation, and emails.
6. **Coordination and Multitasking:**
   * **Tasks:**
     + Coordinating multiple enterprise application projects simultaneously.
     + Managing teams and resources to ensure efficient project execution.
     + Balancing short-term tasks with long-term strategic planning.
7. **Analytical Skills:**
   * **Tasks:**
     + Conducting in-depth analysis of technology solutions and their impact.
     + Identifying trends and patterns in data for informed decision-making.
     + Troubleshooting and solving complex problems related to enterprise applications.

##### Effort

The effort factor for the Director of Enterprise Applications role highlights the mental demands involved in analyzing, strategizing, and making decisions that have a substantial impact on the university's technological infrastructure. Sustained attention to detail, problem-solving, strategic planning, and effective communication contribute to the mental effort required in the ordinary course of performing the role. While physical demands may be minimal, the role demands a continuous and adaptive engagement with complex and dynamic challenges in the realm of enterprise applications.

*Key Effort Requirements:*

1. Mental Concentration and Focus:
   * Tasks:
     + Analyzing and interpreting complex data related to enterprise applications.
     + Developing and implementing strategic plans for technology solutions.
     + Addressing critical issues and making informed decisions that impact the university's operations.
2. Sustained Attention to Detail:
   * Tasks:
     + Reviewing intricate system architectures and software designs.
     + Ensuring the accuracy and integrity of data within enterprise applications.
     + Conducting thorough evaluations of technology solutions and potential risks.
3. Problem Solving and Decision-Making:
   * Tasks:
     + Addressing unforeseen challenges in the implementation of enterprise applications.
     + Resolving technical issues and optimizing system performance.
     + Making decisions with broad institutional implications.
4. Strategic Planning:
   * Tasks:
     + Developing and aligning technology strategies with the university's overall goals.
     + Anticipating future technology needs and trends within the academic landscape.
     + Balancing short-term operational needs with long-term strategic objectives.
5. Effective Communication:
   * Tasks:
     + Engaging in clear and concise communication with diverse stakeholders.
     + Articulating complex technical concepts to non-technical audiences.
     + Navigating and resolving communication challenges in cross-functional teams.
6. Project Management:
   * Tasks:
     + Coordinating multiple enterprise application projects simultaneously.
     + Managing resources, timelines, and budgets for technology initiatives.
     + Adapting to shifting project priorities and deadlines.
7. Continuous Learning and Adaptability:
   * Tasks:
     + Staying abreast of emerging technologies and industry best practices.
     + Adapting to changes in the technological landscape and evolving academic needs.
     + Engaging in professional development to enhance leadership and technical skills.

##### Working Conditions

The working conditions factor for the Director of Enterprise Applications role considers a combination of sedentary work, high cognitive demands, ambiguity, collaboration pressures, technology implementation challenges, institutional responsibilities, work-life balance considerations, and data security stressors.

*Working Conditions:*

1. Sedentary Work Environment:
   * Nature: A predominantly sedentary role requiring prolonged periods of desk work and computer usage.
   * Frequency and Duration: Daily exposure to desk-based tasks, with occasional breaks.
2. High Cognitive Load:
   * Nature: The need for sustained mental concentration and focus on complex technical and strategic matters.
   * Frequency and Duration: Daily exposure to intricate problem-solving, decision-making, and strategic planning.
3. Ambiguity and Uncertainty:
   * Nature: Inherent uncertainty in technology projects, with unforeseen challenges and evolving academic needs.
   * Frequency and Duration: Regular exposure to ambiguity, necessitating adaptability and flexibility.
4. Meeting and Collaboration Demands:
   * Nature: Engaging in frequent meetings, discussions, and collaborations with various stakeholders.
   * Frequency and Duration: Regular exposure to team interactions, requiring effective communication and collaboration skills.
5. Technology Implementation Pressures:
   * Nature: Pressure associated with the successful implementation of enterprise applications within specified timelines.
   * Frequency and Duration: Occasional exposure to critical project phases, demanding focused efforts.
6. Responsibility for Institutional Impact:
   * Nature: Decision-making with broad institutional implications, adding a high level of responsibility.
   * Frequency and Duration: Ongoing exposure to decisions that directly impact the university's operations and academic functions.
7. Work-Life Balance Challenges:
   * Nature: The potential for extended working hours and occasional challenges in maintaining work-life balance.
   * Frequency and Duration: Occasional exposure during critical project phases or issue resolution.
8. Data Security and Compliance Stressors:
   * Nature: The responsibility for data security and compliance introduces stressors related to safeguarding sensitive information.
   * Frequency and Duration: Regular exposure to addressing and mitigating potential security risks to protect the university's data.