#### Trent University LogoEXEMPT JOB DESCRIPTION

**Job Title:** Director, Integrated Print, Promotion and Logistic Services

**Job Number:** X-254 | VIP: 1059

**Band:** EXEMPT-8

**Department:** Financial Services

**Supervisor Title:** Associate Vice President, Finance

**Last Reviewed:**  October 17, 2024

#### **Job Purpose:**

The Director of Integrated Print, Promotion and Logistic Services leads and provides strategic direction to multiple ancillary and operating business units: Campus Print (which includes enterprise photocopier fleet management exceeding 60 devices), Campus Promotional & Design, Durham Print & Post, Logistics Services and Campus Store (via contract management of the onsite third-party operated bookstore). These distinct and unique business divisions provide internal services to all Trent campuses and external services to the community in an efficient, professional and timely manner. The Director directs these services in an integrated manner to gain operational efficiencies within the portfolio with a goal to maximizing revenue generation from external sources and optimizing cost savings or cost avoidance to internal University departments. The Director is responsible for strategic business planning, generating and implementing innovative entrepreneurial strategies, and achieving sustainable financial and non-financial goals across these integrated business divisions.

The Director is responsible for developing and promoting the services in connection with the university’s objectives, the challenging higher education retail market and external businesses. The Director partners with the management team to develop and implement a comprehensive strategic plan to create and execute sustainable revenue streams, cost recoveries for the operating areas, and to build and enhance a customer-first service model. The Director will provide leadership and support to achieve the goals for these units, manage the financial budgets, and encourage market development and growth.

The Director is responsible for all strategic planning, business unit programming, financial, material and human resources management, risk management and service delivery of the business divisions. The Director ensures appropriate control systems and internal control processes are in place to meet financial goals and to adhere to university policies and any relevant legislation while also benchmarking the financial and operational success of the units using industry standards of performance. The Director develops metrics and key performance indicators regarding operational units to identify areas for continuous improvement and implement innovative solutions to maintain and enhance exceptional customer service.

#### **Key Activities:**

##### Ancillary Business Units: Campus Print, Campus Promotional & Design, Durham Print & Post:

* Financials: Develop financial, strategic and operational plans through research of industry trends, opportunities and new technologies. Develop new revenue streams and cost reduction opportunities to maintain or enhance the financial sustainability of these ancillary services. In consultation with the Supervisor, Print Services the Director develops the financial budget and strategic plans for Campus Print & Campus Promotional by forecasting demand of products and services, revenue (both internal and external) and the associated expenses. Due to the combined services at Durham Print & Post (operational (Post) and ancillary (Print)), there is a required balanced approach to forecasting demand of products and services, revenue (both internal and external) and the associated expenses.
* Policies & Procedures: Direct, interpret, and apply standards, policies, and procedures for the day-to-day operations including purchasing, pricing, selling, stocking and coordination, student, faculty, staff and client relations, cash management and handling, record maintenance, staffing, safety/security, and inventory control.
  + For Durham Print & Post: apply standards, policies, and procedures for the operations including shipping/receiving and delivery on Durham Campus, ALC and 850 King, support for housing service centre, printing, pricing, student, faculty, staff and client relations, cash management and handling, record maintenance, staffing, safety/security, and inventory control.
* Market Development Strategy: Develop a strong and predictable demand for products and services provided by appropriate use of marketing and selling techniques. Develop social media presence and keep informed of trends and techniques and solutions to grow presence in market. Align Campus Print’s market strategy with the understanding of the nuance of the Durham Campus and area.
* Equipment and Systems:
  + Coordinate the maintenance of equipment; assist in the planning and development of new equipment and/or production systems. Oversee contracts signed with various partners, including large contracts for equipment, services and maintenance. Participate in RFP procurement processes for large equipment, new or contract renewals and system implementation.
  + Oversee and evaluate print shop equipment and machinery. Provide recommendations for equipment efficiencies and cycling of machinery. Consult with education sector colleagues, supplier representatives, equipment manufacturers and technical publications to maintain a current knowledge base of equipment, software applications, and print/colour trends.
* 60+ MFD Machine Contract: Administer contract for 60 plus convenience copiers across Peterborough and Durham campuses. In conjunction, oversees two different applications including networked and Papercut.
* Industry Standards & Trends: Maintain knowledge of industry standards and innovations regarding printing, promotions, design and services.
* Performance: Monitor performance and quality of products and services being produced for the internal and external clients. Intervene when required.
* Brand Integrity: For both Campus Print and Campus Promotional and Durham Print & Post, ensure University brand guidelines are being followed and met.
* General Oversight:
  + Review operations of Campus Print and Campus Promotional to ensure expectations are being met and internal controls are in place.
  + Develop and manage Campus Print and Campus Promotional and satellite operations in Durham. Oversight on both Symons Campus and Durham Campus.
  + Oversee and perform marking of exams using Scantron program, ensuring the integrity and confidentiality of the exams and marking, and the timely completion.
  + Develop and grow the design division of the unit.
  + Direct and support the Supervisor, Print Services regarding operations of the Print Shop
  + Directs the promotional product division and oversees relationships between vendor and University.

##### Operating Unit: Campus Logistic Services:

* Financials: Develop financial, strategic and operational plans through research, and changing trends in business. Discover opportunities to create cost recoveries through service for the University and potentially the community.
* Policies & Procedures: Direct, interpret, and apply standards, policies, and procedures for operations. Special concentration on internal controls, procurement and legislative compliance. Keep current with legislative regulations and requirements, including the handling of hazardous goods and materials. Oversees the accuracy of Hecmet records under Board of Governors directive.
* Industry Standards & Trends: Maintain knowledge of industry standards and innovations regarding mailing, shipping and receiving (Logistics), contracts with couriers and Canada Post.
* Performance: Monitor performance and quality of services offered by Logistics, including customer service, bulk mailings, chemical handling, courier services and more.
* General Oversight:
  + Oversees the Shipping Receiving Centre (SRC), to ensure that expectations are being met and internal controls are in place.
  + Develop cost recovery opportunities and assist in implementing.
  + Develop and implement processes that will ensure enhanced financial internal controls, adherence to procurement policies and legislative compliance.
  + Assist the Supervisor, Logistics Services in developing delivery schedule of materials, mail and print jobs across campus.
  + Develop and implement tracking process of inbound shipments.

##### Staffing:

* Manage staffing of the units to provide meaningful growth opportunities for all staff. Oversee organizational development. Ensure business units meet service standards and productivity requirements. Oversee the recruitment, selection, hiring, training, evaluation and termination of employees. Coach and mentor the Supervisors. Involve the Supervisors in management of staff. In addition:
  + Ensure appropriate staff training takes place including health and safety compliance and other appropriate legislation.
  + Work with staff to develop and maintain a customer service approach.
  + Encourage and support opportunities for professional development.

##### University Engagement:

* Serve as a contributing member and/or advisor on university committees as needed, including University Managers meetings, the Ancillary Management Group, and the Operations Management Group.
* Collaborate with other student services and departments as appropriate to ensure support for the campus and the students.
* Upon request, produce ad hoc reports, proposals and other information for the AVP Finance, Vice President Finance and Administration, and the Trent University community.
* Participate in campus promotional events, community engagements and collaborative committees with external agencies when appropriate.

##### Campus Store Business Unit:

* Work in conjunction with senior administration to develop strategic direction and planning for the campus bookstore.
* Liaise with external vendor manager regularly to maintain and exceed customer service standards.
* Advise and provide recommendations to the AVP and VP of Finance and Administration of the needs and direction of efficient and effective business operation of the Trent Campus Store.
* Develop leading edge strategies to accommodate and encourage advances and changes to the industry.
* Explore new retail opportunities and partnerships to increase revenue generation.
* Negotiate and oversee contracts with vendors as required.

#### **Education Required:**

* Honours University Degree (4 year) in a Business Administration, Commerce, Marketing or related field of discipline.
* Formal training in entrepreneurial business or information systems would be an asset.

#### **Experience/Qualifications Required:**

* Bachelor’s Degree in a field related to key activities with ten (10) years’ experience in business management. Previous experience in a retail and/or printing industry required. Experience in the higher education sector is an asset.
* Demonstrated leadership skills and previous experience of minimum five (5) years managing and leading a team in a fast-paced environment, coaching, mentoring and developing staff. A true team leader is required.
* Strong business acumen.
* Well-developed understanding of information technologies systems.
* Familiarity with University’s financial and human resources systems, general accounting, and purchasing procedures is highly desirable.
* Extensive experience in graphic design and print production. Demonstrated ability to exercise good judgement, creativity, initiative and sound decision-making in managing print and promotional services.
* Strong working knowledge of logistics and process systems and contract management.
* Excellent verbal, written and cross-cultural communication skills, including marketing, meeting management, and stakeholder engagement. Innovative approach to consultation and transparency.
* Demonstrated financial management and budget planning expertise.
* Demonstrated commitment to customer service and building relationships.
* Ability to interact and work with a wide variety of individuals, with a demonstrated appreciation and application of diversity and equity principles.
* Exceptional time management and organizational skills.
* Experience working in unionized environments highly preferred.

#### **Supervision:**

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

* Supervisor, Print Services
* Supervisor, Logistics Services
* Promotional Associate

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

* Print Coordinators (2)
* Print Shop Operations Assistant
* Logistics Agents (3)
* Print & Logistics Associate (2) (Durham)
* Campus Bookstore Manager

**Job Evaluation Factors:**

##### Analytical Reasoning

The position requires highly developed reasoning and creative problem-solving skills and the ability to render reasoning through multiple layers variables. Several impact considerations are required in numerous situations. Requires high volume of retained detailed information to be applied to reasoning scenarios. Examples:

* Complex analytical reasoning is required to design and maintain systems and workflow.
* Ability to analyze the business environment to determine effective procedures and strategies. (ie. onset of COVID, effective system had to be created to provide support to the Trent community while 99% of campus was working remotely).
* A high-level of recall of knowledge from diverse areas of know-how and past scenarios are required to be applied to technologies and systems management, revenue strategies, operational planning, financial services, staffing and special project management.
* Understanding end user needs and developing solutions that may not yet exist; developing training to meet user requirements (direct and indirect or anticipated)
* Review of complex regulatory, contractual, and technical documents.

Managing and prioritizing the best business choices from a business revenue perspective as well as the potential for positive or negative impact to the University. Ensurers the University’s brand and reputation are held to the highest standard.

Incumbent is required to manage the different portfolio stakeholders’ needs. Managing the relationships between the University, its members and the community requires critical thinking and strategic proficiency. Processes and controls need to be reviewed to ensure the portfolio is being strategic in their direction of doing business such as: Are resources being used effectively? Is risk being mitigated? Is the reputation of the organization being considered?

##### Decision Making

* Incumbent makes decisions related to $1M in budget revenues and expenditures with potential for continual growth.
* Responsible for all planning of work, formulation of work plans and strategies.
* Determine if project requires the inclusion of another department to provide resources or assistance.
* Directs on resources and other external forces how processes will be executed. i.e.: Campus Delivery – is it safe regarding weather, is it necessary, are staff being put in risk situation?

##### Impact

* **Campus Print & Promotional and Durham Print & Post:** 
  + Operates on an ancillary budget with multiple internal and external clientele. Any errors in judgement or mishandling of funds will result in a direct loss for the University. Poor quality or poor management will have a negative impact on the materials being produced for the University.
  + Requires high level of confidentiality. If this is breached or sub standard this will impact reputation and trust of the campus and community.
  + Responsible for printing of exams and grading service (Scantrons). Errors in judgement or production of exams (i.e. exam is missing pages, not printed in time for exam, not enough printed) will negatively impact the faculty, students and institution. This is the same for the grading of exams. Marking exams depend on accuracy and attention to detail. If there are errors in judgement or performance, this will have a significant negative impact on the student, faculty and the institutional reputation. Conversely, the services provided, when done precisely, have a most positive impact for the students, faculty and institution.
  + Promotional division impact, supports in-house revenue generation and enhanced use of OECM contracts when applicable for cost savings. Provides additional revenue stream (external) and reduction of costs for University purchases. Controls branding by managing in-house.
* **SRC:**
  + In 2018 SRC moved to a designated area on East Bank. It operates under a centralized model now. This enables proper tracking and receiving of goods. Failure to follow implemented procedures could cost the University financially due to loss of shipments or damage to received goods.
  + Accepting and shipping materials must be done under the policies and procedures laid out by the University and other agencies. Mishandling, errors in procedure may result in a safety, legal or financial issues.
  + Chemicals are received at SRC and entered into Hechmet. Failure to receive properly could result in injury or crisis.
  + Working with mail under federal jurisdiction. Failure to adhere to the federal guidelines exposes the University and may result in legal issues.
* **Campus Store**
  + Managing a $3M contract. Successful contract management provides a contribution to the operating budget in the way of commission.
  + Collaborating with external contracted provider helps Trent ensure that the Campus Store is working under the reputation of Trent for successful business operations and increased revenue opportunities.

##### Communication

Communication requires consulting on issues, presenting complex information, explaining analysis and rationale, and making recommendations. The job requires regular communication throughout the organization, as well as with many external partners and organizations.

**Internal:**

* Senior Administration: strategic planning, financial planning.
* Dean’s Office
* Faculty, Departments and Researchers
* Recruitment
* Marketing and Communication
* Other departments: Facilities, Purchasing, Student Affairs, Housing, Liaison, Risk Management and more. Help with project materials, marketing materials, shipments and multi department initiatives.

**External:**

* External Clients: variety of different services ranging from mail services, courier services, printing, copying, large format printing and finishing services.
* Bookstore Manager: bookstore issues and adoptions
* Vendor for Bookstore: contract issues, supply issues and customer initiatives.
* Purchasing Directors within local publicly funded institutions – school boards, hospitals, municipal offices, Ontario Universities and Colleges – providing printing services and collaborating on printing opportunities.
* Suppliers, Contractors and Vendors: Facilitating promotional orders, machinery upgrades and fleet management, ordering supplies, booking maintenance for machinery, negotiating new machinery purchasing.

##### Motor/ Sensory Skills

* Ability to interpret body language and respond appropriately to internal and external contacts. Used during presentations and general exchange of information.
* Ability to hear and respond appropriately to internal and external contacts.
* Active listening.
* Data entry, computer use (email, communications, programming of equipment)
* Required computer skills for software and administrative duties.
* Attention to detail and concentrated visual and auditory skills

##### Effort

**Mental:**

* High degree of mental effort required.
* Routinely deals with several, often unrelated, complex issues at the same time and solving complicated problems as they arise.
* Must be able to make complex decisions in a high volume, busy environment and responds to issues as they develop.
* Deal with multiple and competing deadlines and must establish priorities to ensure all tasks are completed in a timely manner.
* Prioritization, establish priorities between projects and daily emergencies.
* High level of responsiveness to a wide range of issues.
* Ability to develop budgets with accurate forecasting and then to manage.
* Ability to work with a potentially volatile clients to ensure operations and support
* Strategic planning.
* Ability to work in fast paced, demanding, multi layered and deadline driven environment.

**Physical:**

* Long hours.
* Requires physical stamina.
* Lifting, standing, reaching.

##### Working Conditions

**Physical:**

* Work is in multiple locations, primarily indoors.
* Noise: The print shop is a hub of activity with machines running constantly.
* Smell: Fumes from machinery and from neighbouring department Facilities Management
* Temperature: needs to be cool even in summer months in Campus Print. In SRC exposure to cold constantly and elements.
* Travel to Durham on a weekly basis

**Psychological:**

* Must use discretion and tact in stressful situations.
* Must be empathetic and responsive to clients that may be in crisis or in stressful situations.
* Dealing with confrontational people.
* Lack of control over workload.
* Multiple competing deadlines and expectations. Priorities established outside of departments.
* Potential for public scrutiny.
* Managing complex situations.
* Multi faceted projects that all require same priority.
* Time pressures: Dealing with constant deadlines that fluctuate.
* Multiple Competing Demands: Being responsible for a multitude of different departments.
* Resources – a lack of backfill staffing to cover for extended sickness and vacation is ongoing and constant strain on departments