VISION STATEMENT:

To be the leading dual-sector transformative university predicated on inclusiveness, innovation and accessibility for Fiji and the Pacific.

MISSION STATEMENT:

To serve the people of Fiji and the wider Pacific region with leadership that engages with people and communities, respects partnerships, enhances excellence and provides education and skills that promote sustainability through research with real-world impact and contribute to self-development.

1. POSITION DETAILS

Position	:	Director Business and Investments
Incumbent	:	New Position
Division	:	Commercial Services
Department	:	Commercial
Location	:	Nasinu
Reports to	:	Pro-Vice-Chancellor Corporate Services

2. PURPOSE

Director Business and Investments provides strategic and executive leadership for the University's commercial, enterprise and university private partnership portfolio. The position is responsible for developing, implementing and evaluating the universities commercial strategy, including identifying, evaluating, establishing and growing sustainable business opportunities that generate new revenue, reduce the University's dependence on external service providers and improve value for money. The Director will lead the development of university owned companies and business units, including, but not limited to, security services, construction and maintenance services, University lodges and accommodation, property and venue hire, hospitality, retail and other approved commercial ventures.

The Director will also serve as the University's executive lead for the identification, appraisal, structuring, procurement, negotiation, implementation and performance management of university private partnerships, concessions, joint ventures and other long term strategic investment arrangements. The incumbent will ensure that each venture and partnership is supported by a robust business case, appropriate governance, transparent financial controls, regulatory compliance, balanced risk allocation and clearly defined commercial performance targets. The role will balance profitability with the University's academic, student experience, workforce development and community obligations, and will position commercial operations and partnerships as key contributors to the University's long-term financial sustainability.

3. ORGANISATION CHART

Position of Immediate Supervisor: **Pro-Vice-Chancellor Corporate Services**

Positions reporting to the Director will be established progressively in line with approved business cases and the University's organisational structure.

Positions Reporting to You	Indicative Area of Responsibility
Manager Business Development and Partnerships	Opportunity pipeline, feasibility studies, partnerships and new ventures
Manager University Private Partnerships and Strategic Investments	PPP pipeline, project appraisal, transaction structuring, partner procurement and contract performance
Commercial Finance and Performance Manager	Budgets, management accounts, pricing, profitability, reporting and controls
Manager University Lodges and Hospitality	Lodges, short stay accommodation, conferencing, hospitality and guest services
Manager Security Services	University-owned security operations, licensing, workforce and service delivery
Manager Construction Services	Construction, maintenance and minor works undertaken by the University-owned entity
Managers of Other Approved Commercial Business Units	Property, venue hire, retail, consultancy and future commercial activities

4. KEY ACCOUNTABILITIES

The Director Business and Investments is accountable for building and leading a disciplined, innovative and commercially focused business arm for FNU and for directing the university private partnership programme. The incumbent will advise the Vice-Chancellor, Senior Leadership Team and relevant governance committees on commercial strategy, investment priorities, UPP/PPP delivery models, business performance, fiscal commitments and risk.

Key responsibilities include:

Leadership and Management

- Provide strategic leadership and managerial control of the University's commercial portfolio, ensuring all business units work collaboratively and contribute to common institutional goals.
- Create a culture that is commercially disciplined, ethical, entrepreneurial, accountable, customer-focused and responsive to changing market conditions.
- Provide timely, accurate and candid advice to the Pro-Vice-Chancellor Corporate, Vice-Chancellor, Senior Leadership Team and governance committees on business performance, opportunities, risks and corrective actions.
- Set clear performance expectations for direct reports and ensure that leadership, technical and commercial capability is progressively developed across all business units.
- Represent the University and its commercial entities in high-level commercial and UPP negotiations, industry forums, government meetings, investor discussions and partnership engagements.

- Develop, implement and periodically review a University Commercial, Enterprise and University Private Partnership Strategy aligned with the University Strategic Plan, financial sustainability objectives and core teaching, research and community responsibilities.
- Build a high-performance commercial team through clear accountabilities, workforce planning, recruitment, performance management, professional development, succession planning and a culture of integrity, innovation and customer service.
- Create opportunities for students and staff to engage with commercial enterprises through internships, apprenticeships, work integrated learning, applied research, consultancy and innovation, where these arrangements support academic quality and are properly governed.
- Develop and maintain strong relationships with colleges, divisions, students, government agencies, regulators, industry, investors, financial institutions, professional bodies, communities and other strategic partners.

Commercial Development and Service Delivery

- Translate identified opportunities into executable business plans with defined scope, customers, operating model, capital requirements, staffing, pricing, implementation milestones and measurable benefits.
- Ensure commercial services are reliable, competitive and professionally managed and that internal clients receive service standards equal to or better than those available in the external market.
- Maintain a balanced portfolio of quick-win initiatives, medium-term growth opportunities and longer-term strategic investments.
- Ensure business continuity, disaster preparedness and resilience arrangements are in place for all critical commercial operations.
- Establish a structured commercial and UPP opportunity pipeline and identify viable new businesses, services, partnerships, infrastructure projects and revenue streams using market research, customer analysis, demand forecasting, options appraisal and competitor benchmarking.
- Prepare and present comprehensive concept papers, pre-feasibility and feasibility studies, business cases, investment proposals, UPP options analyses and implementation plans for approval by the Senior Leadership Team, Finance and Resources Committee, Council and other relevant authorities. Submissions must address affordability, value for money, risk allocation, fiscal commitments, whole-of-life cost and measurable institutional benefits.
- Lead the establishment of university owned companies, subsidiaries or business units, including incorporation, licensing, governance structures, board and management arrangements, operating policies, insurance, taxation and statutory registrations.
- Prioritise the development of internal service companies where evidence demonstrates that the University can achieve improved quality, responsiveness, workforce capability and value for money compared with outsourcing. Initial focus areas may include security, construction and maintenance, lodges and hospitality.
- Develop clear service delivery models between the University and its commercial entities, including service level agreements, scope definitions, transparent pricing, performance standards, escalation processes and independent verification of completed services.
- Ensure that in house commercial entities are subject to rigorous market testing, cost comparison and quality assurance and do not receive work solely by default where this would conflict with law, University policy, procurement obligations or value-for-money requirements.

- Provide executive oversight of university lodges, guest accommodation, conference and venue facilities, ensuring professional hospitality standards, high occupancy, effective marketing, safe operations and positive customer experiences.
- Lead the development of the University owned security business, ensuring all licensing, vetting, training, supervision, equipment, command, incident management and occupational health and safety requirements are met.
- Lead the development of the University owned construction and maintenance business, ensuring appropriate technical capability, contractor registration, professional oversight, estimating, programme management, quality control, safety, defects management and commercial discipline.
- Identify and develop additional revenue-generating opportunities from university land, buildings, intellectual capability, equipment, facilities and services, while protecting the University's academic priorities, reputation and long-term assets.
- Promote the University's commercial services to internal and external markets through effective branding, digital channels, sales plans, customer relationship management and stakeholder engagement.

University Private Partnerships (UPP) and Strategic Investment

- Maintain a prioritised UPP project pipeline and coordinate project screening, options analysis, pre-feasibility, feasibility, market sounding, transaction preparation, approvals and procurement.
- Ensure every UPP demonstrates strategic fit, affordability, value for money, bankability, appropriate risk transfer, transparent partner selection and whole-of-life benefits to the University.
- Ensure UPP agreements contain clear output specifications, performance indicators, payment and abatement mechanisms, reporting requirements, change controls, dispute procedures, step-in and termination rights, asset maintenance standards and handback obligations.
- Monitor UPP delivery, partner performance, fiscal commitments, contingent liabilities, contract variations, claims, disputes, refinancing and asset condition, and report material issues promptly to the appropriate University authority.
- Serve as the University's lead executive and central point of coordination for university private partnerships, joint ventures, concessions, long-term leases, strategic alliances, sponsorship arrangements and other major commercial partnerships, ensuring appropriate due diligence, legal review, governance, risk allocation and measurable benefits to the University.
- Develop and maintain a University UPP framework, project screening criteria, approval pathway and project register, and ensure that proposed partnerships are aligned with institutional priorities and are suitable for private-sector participation.
- Lead UPP market sounding, transaction structuring and partner selection, including the appointment and management of technical, legal, financial and transaction advisers; preparation of procurement and evaluation documentation; competitive bidding; negotiation; financing arrangements; and execution of project agreements.
- Oversee the implementation and contract management of approved UPPs throughout their full lifecycle, including conditions precedent, design and construction milestones, service commencement, performance standards, payment mechanisms, variations, refinancing, dispute resolution, step-in rights, termination, asset condition and handback requirements.

- Take overall responsibility for the profit and loss performance of commercial operations, including revenue growth, gross margin, operating surplus, return on investment, cost control, working capital, debtor management and asset utilisation.

Financial Management and Value for Money

- Prepare, manage and monitor commercial budgets and administer funds in accordance with the University's Financial Regulations and Scheme of Delegation.
- Ensure investment and UPP decisions are supported by realistic assumptions, sensitivity testing, break-even analysis, cash-flow projections, affordability assessments, value-for-money analysis and clearly documented risk-adjusted returns.
- Protect the University from uncontrolled liabilities, cross-subsidisation, unapproved commitments and undisclosed UPP contingent liabilities through ring-fenced reporting, commitment registers and robust approval controls.
- Ensure all contracts, purchases and investments deliver demonstrable value for money and are supported by appropriate due diligence and documentation.
- Develop annual operating plans, budgets, revenue targets, capital requirements and cash-flow forecasts for the commercial portfolio and ensure that resources are allocated to approved priorities.
- Establish reliable management accounting, cost allocation, transfer pricing and financial reporting arrangements so that the true performance of each business unit is visible, comparable and auditable.
- Develop a commercial performance dashboard and report regularly on approved key performance indicators, including revenue, surplus, return on investment, occupancy, sales pipeline, customer satisfaction, service quality, safety, project delivery and risk.
- Lead commercial negotiations and provide evidence-based advice on pricing, contract terms, investments, acquisitions, disposal of commercial assets and withdrawal from non-performing ventures.
- Undertake post investment reviews and recommend expansion, restructuring, partnership, divestment or closure where a business does not meet approved strategic, financial, service or risk thresholds.

Governance, Compliance and Risk

- Ensure each commercial company, business unit and UPP has an approved mandate, governance framework, delegated authority, policies, reporting calendar, performance agreement and clear accountability structure.
- Ensure boards and governance committees receive timely, complete and decision-ready reports on commercial entities and UPPs, including financial performance, delivery milestones, risks, liabilities, partner performance and required corrective actions.
- Maintain a safety-first culture and ensure all employees, contractors, customers and visitors are protected by effective occupational health and safety systems.
- Protect the University's reputation and public purpose by ensuring commercial activities are transparent, lawful, socially responsible and consistent with institutional values.
- Ensure strong governance, internal controls and audit readiness across all commercial operations, including delegated authority, procurement, contracts, conflicts of interest, fraud prevention, records management and segregation of duties.

- Maintain an enterprise risk register for the commercial portfolio and ensure that strategic, financial, legal, operational, market, safety, environmental and reputational risks are identified, assessed, treated and reported promptly.
- Ensure compliance with all applicable legislation, regulations, licences, standards and University policies, including company law, taxation, employment, procurement, building, security, health and safety, environmental and consumer requirements.

Carry out other duties consistent with the position as assigned by the Pro-Vice-Chancellor Corporate or Vice-Chancellor.

5. KEY CHALLENGES

This is a complex executive role requiring the establishment of a new commercial operating model within a national tertiary education environment. The Director must generate sustainable income while protecting the University's academic mission, public accountability and reputation. Key challenges include:

- Moving selected services from outsourced arrangements to university owned operations without disrupting essential services or compromising quality, safety and compliance.
- Building commercially capable companies and teams while establishing the necessary governance, legal, financial and operational systems from the ground up.
- Securing confidence and cooperation across colleges and divisions and managing expectations regarding pricing, service levels, priorities and accountability.
- Balancing commercial speed and innovation with university approval processes, public sector obligations, procurement requirements and risk tolerance.
- Structuring and managing long term university private partnerships that remain affordable, deliver value for money, allocate risk appropriately and protect the University from excessive fiscal, contractual and reputational exposure.
- Maintaining profitability and cash discipline in sectors exposed to construction, labour, tourism, property, security and market volatility.
- Attracting and retaining capable commercial leaders and technical staff while developing a performance-oriented culture.
- Recognising and exiting non-performing activities early while managing financial, contractual, workforce and reputational implications.

Decision Making

- Recommend commercial investment priorities, UPP delivery models, business structures, partner selection strategies, financing approaches and funding models for approval by the appropriate University authority.
- Approve operational decisions, expenditure, pricing and contracts within delegated authority and approved business plans.
- Determine commercial performance interventions, including corrective action, restructuring, management changes and escalation of material risks.
- Select and recommend suitably qualified personnel, advisers, partners and suppliers in accordance with policy and approved delegations.
- Stop or suspend activities that present unacceptable legal, safety, financial or reputational risk, with prompt escalation to the responsible authority.

6. AUTHORITY LEVEL

Operating Expenditure	As approved in the annual budget and within the University Scheme of Financial Delegation.
Capital Expenditure	As approved through the relevant business case, capital budget and University Scheme of Financial Delegation.
Contracts and Commercial Commitments	Within delegated authority and subject to all required legal, procurement, finance and governance approvals.
Staffing and Organisational Matters	Within the approved structure, workforce plan, budget and Human Resources delegations.

7. QUALIFICATION AND EXPERIENCE

Essential

- A Master's degree in Business Administration, Commerce, Finance, Economics, Entrepreneurship, Engineering, Construction Management, Property, Hospitality, Law or another relevant discipline, with at least ten years of progressively responsible commercial or enterprise experience, including at least fifteen (15) years at senior executive or general management level; or an equivalent combination of qualification and extensive experience.
- Alternatively, a relevant Bachelor's degree with at least twenty (20) years of progressively responsible commercial experience, including substantial and demonstrated senior leadership responsibility.
- Professional membership or certification in accounting, finance, engineering, construction, project management, property, hospitality, governance or company directorship.
- Demonstrated experience in establishing, scaling, restructuring or managing businesses, subsidiaries or complex commercial operations with full profit-and-loss accountability.
- Proven experience developing business cases, feasibility studies, investment proposals, financial models, commercial contracts and board or executive papers.
- Strong experience in financial management, pricing, budgeting, cash flow management, risk, internal controls, audit and performance reporting.
- Experience leading multidisciplinary teams and managing organisational change in a complex, multi-stakeholder environment.
- Demonstrated ability to negotiate and manage university or public private partnerships, joint ventures, concessions, leases, major service arrangements or other strategic commercial agreements.
- Demonstrated experience in the stages of the university private partnerships/public private partnerships lifecycle, such as project screening, feasibility and business case development, transaction structuring, procurement, negotiation, financial close, implementation or long-term contract management.
- Sound understanding of governance, statutory compliance, procurement, occupational health and safety and ethical business practices.

Desirable

- Experience in two or more relevant sectors such as security, construction and maintenance, accommodation and hospitality, property, retail, consultancy or facilities services.
- Experience establishing or governing a state owned, university owned, not-for-profit or public-purpose enterprise.
- Experience with infrastructure finance, PPP transaction advisory, project finance, concessions or long-term performance-based contracts would be an advantage.
- Knowledge of the Fiji and Pacific commercial, regulatory, tourism, construction and tertiary education environment.
- Experience integrating commercial activities with student learning, apprenticeships, applied research or workforce development.

8. KNOWLEDGE AND SKILLS

Strategic commercial leadership: Ability to formulate a clear commercial strategy, prioritise opportunities, mobilise resources and convert strategy into measurable financial and service outcomes.

Business development and entrepreneurship: Ability to identify market needs, design viable offerings, build sales pipelines, test assumptions and launch new enterprises in a disciplined manner.

Public-private partnership and transaction management: Advanced understanding of PPP project screening, options analysis, business cases, market sounding, procurement, project finance, risk allocation, contract negotiation, performance regimes, contingent liabilities and lifecycle contract management.

Financial and investment capability: Advanced understanding of profit-and-loss management, cash flow, costing, pricing, capital appraisal, return on investment, scenario analysis and management reporting.

Governance and risk management: Strong knowledge of company governance, delegated authority, internal controls, compliance, contracts, audit, conflicts of interest and enterprise risk management.

Operational management: Ability to establish efficient operating systems, service standards, quality controls, workforce models, business continuity arrangements and continuous improvement processes.

Negotiation and stakeholder influence: Demonstrated ability to build trust, influence senior decision-makers and negotiate complex agreements with government, industry, partners, customers and internal stakeholders.

Leadership style and people management: An effective, culturally sensitive and accountable leadership style that empowers others, develops talent, addresses underperformance and promotes teamwork and integrity.

Communication and reporting: Ability to prepare concise, evidence-based and decision-ready papers and present complex commercial information clearly to Council, committees, executives, staff and external stakeholders.

Innovation and change management: Ability to challenge established delivery models, lead the transition from outsourcing to capable in-house operations and manage change without compromising service continuity.

Knowledge of tertiary education: Understanding of the purpose, governance and operating context of a dual-sector university and the need to align commercial activity with teaching, research, student experience and community impact.

Digital and analytical capability: Competence in commercial systems, financial modelling, performance dashboards, customer relationship management, data analysis and technology-enabled service delivery.

Ethics and public accountability: Demonstrated integrity, transparency and sound judgement when managing public resources, commercial confidentiality and competing stakeholder interests.

9. WORKING RELATIONSHIPS

INTERNAL	**Frequency**
Department Managers and staff	Daily
Pro-Vice-Chancellor Corporate	Daily
Vice-Chancellor and Senior Leadership Team	As required
Chief Financial Officer, Director Human Resources, Director Estates and Facilities and other Corporate Directors	Weekly / as required
Deans, Directors, Campus Heads and Business Unit Managers	As required
Council and Council Committees	As required
Staff, students and University project teams	As required
EXTERNAL	**Frequency**
Government ministries, central PPP and investment agencies, regulators, municipal authorities and statutory bodies	As required
Company directors, legal and financial advisers, auditors and insurers	As required
Banks, lenders, investors, development partners, infrastructure funds and financial institutions	As required
Private partners, developers, operators, concessionaires, industry partners, customers, tenants, suppliers and service providers	As required
Professional bodies, tourism, construction, property and security sector organisations	As required
Professional bodies, tourism, construction, property and security sector organisations	As required
Communities and other strategic stakeholders	As required

10. JOB DESCRIPTION AND VARIATION TO EMPLOYMENT CONDITIONS

It is acknowledged and agreed that, from time to time, as a result of the evolving needs of the employer, the employee may be required to upgrade his or her qualifications and/or alter the position or role tasks to be carried out. Such alterations shall not be deemed to be a variation of this job description or a breach of its terms, provided that the substantive nature of the employment remains consistent with the parties' intention at the time of contracting.