



## **Background Information and Candidate Profile**

### **Vice-President, Student Affairs**

**Approved: March 9, 2021**



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## ***B a c k g r o u n d   I n f o r m a t i o n***

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### **St. Lawrence College:**

Located along the shores of the St. Lawrence River, St. Lawrence College (SLC) has three campuses in Kingston, Brockville and Cornwall. St. Lawrence College has a vibrant and close-knit college community of more than 14,000 full and part-time students, and 107,000 graduates and alumni from over 44 countries around the globe.

St. Lawrence College provides world-class applied education and in-demand skills training to prepare students for careers in the future. The college succeeds due to the efforts of a close-knit and caring team of over 1,500 employees. Committed to cultivating a culture based on honesty, inclusivity, and accountability as necessary pathways to success, the College values of Students First, Belonging, Teamwork, Innovation, and Integrity to provide a foundation for all decisions and initiatives. The College supports and promotes belonging, equity, human rights, respect, and accountability among faculty, staff, and students as well as in the communities SLC serves.

In addition to regular certificate and diploma programs, St. Lawrence College offers many great pathways to help students launch the career of their dreams. Students can earn a degree from Laurentian University in the intimate learning environment of St. Lawrence College in our Bachelor of Business Administration, as well as its own unique applied degrees – the Bachelor of Science in Nursing, and the Honours Bachelor of Behavioural Psychology. Students are able to accelerate their studies by completing a Fast-Track program or a post-graduate certificate program. SLC is also one of the only colleges in Ontario to offer the Disney International College Program in partnership with Florida University, where students can experience the magic of Disney while gaining real-world experience, career training and international exposure.

Lively downtown cores, lots of green spaces along beautiful waterfronts, a short hop to major Canadian cities, and across the US border, Brockville, Cornwall and Kingston are all unique places with plenty to offer. Kingston is also home to Queen's University and Royal Military College, making it a student-friendly, accessible city.

**Vision:**     *Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields.*

### **Key elements of SLC's Vision:**

#### **COMMUNITIES**

*We are a community college with campuses in three distinct communities in Eastern Ontario. As such, we are vital contributors to the growth and development of our local communities.*

#### **GLOBALLY RECOGNIZED**

*We operate in a globally connected environment. By enhancing current agreements, partnerships, and international projects, and internationalizing our curriculum, we are solidifying our global status.*

**COLLEGE**

*We are a college and proud of it! We are pleased to offer a full suite of credentials, certificates, diplomas, degrees, as well as apprenticeship training, and graduate certificates to meet the learning interests of our diverse student population.*

**INNOVATIVE LEARNING**

*The core of our existence is based on providing innovative learning opportunities to all our students, full-time or part-time, in the classroom, on the web, and on the job. Our innovation delivers value to our students, partners and communities.*

**CAREER-READY**

*Students come to St. Lawrence College for a variety of reasons. Our graduates leave prepared to enter the workforce, be entrepreneurs, change or improve their careers, or continue their love of learning.*

**LEADERS**

*Our graduates leave prepared to excel in whatever they choose to do, whether in a professional or personal capacity.*

**Mission:**

*We are dedicated to student success, academic excellence, and leadership in our communities.*

**College Values:**

- **STUDENTS FIRST** - Part of SLC's core mandate as an educational institution is to put our Students First. SLC's staff is committed to providing students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.
- **TEAMWORK** - Our college succeeds because of Teamwork. Our dedicated and talented staff works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues and our communities.
- **INNOVATION** - Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our college thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on Innovation will advance the college and allow us to meet the evolving needs of our students now and in the future.
- **INTEGRITY** - As we work toward our vision and mission, we strive to continually build trust with our students, staff and community partners. We exemplify Integrity; it governs our actions and decision-making processes. We believe honesty, inclusivity and accountability are the pathways to success.
- **BELONGING** - We believe honesty, inclusivity and accountability are the pathways to success. As our communities evolve, we look to create a sense of Belonging for our students, team, and partners. We celebrate diversity, respect our differences, value contributions, and foster an environment where everyone feels they can participate without discrimination in our College community.

## Strategic Plan 2019 – 2024 / “SLC in Five”:

With the introduction and launch of SLC’s Strategic Plan 2019-2024 – “**SLC in Five**”, President and CEO Glenn Vollebregt stated: “SLC in Five ensures we collectively understand what our key priorities are for the next five years. The plan conveys how important it will be for us to continue working together, and in using the imagery of dominoes, the plan embodies how one positive action will lead to another, and another and so on. Throughout SLC in Five, you will see references to growth in its varied forms, growth refers to everything from developing people offering more programs mapped to meet employer needs and increasing the number of industry/college connections. Growth also means increasing opportunities for students, opportunities to connect with what they need while studying at SLC, opportunities to connect to the world, and opportunities to connect with careers”.

To view the College Strategic Plan, please visit: <https://slcinfive.ca/#our-vision>

## Strategic Directions:    Our People   Our Programs   Our Students   Our Communities

- **OUR PEOPLE - We will grow as an engaged, diverse team equipped for success.**  
We recognize the value of our diverse team of talented professionals who are engaged and equipped with the knowledge and tools they need to succeed. Investing in the development of our staff and faculty and providing the necessary supports is vital to the continued success of the College.
- **OUR PROGRAMS – We will be a leader offering the educational experiences students need now and into the future.**  
Our programming is the foundation we offer to our students. Ensuring the right mixture and balance of programming is central to the College’s continued sustainability. We know that we must be agile in adapting to external factors such as the rapid advancement of technology as well as economic and labour market trends. We are committed to providing top quality programming now and well into the future.
- **OUR STUDENTS – We will support all students while providing exceptional opportunities to connect and grow.**  
Our core mandate as a College is to ensure the success of our students. To do so, we will continue to offer our students the opportunities they need to be prepared for their future whether it be a pursuit of further education, beginning a career, or career advancement. We strive to provide an environment where educational endeavours are complemented by extracurricular activities and support services that foster the physical and mental well-being of our students.
- **OUR COMMUNITIES - We will collaborate to build thriving communities on and off our campuses.**  
The partnerships we have with our communities are essential to the College’s vitality. St. Lawrence College thrives because of the relationships we’ve developed with our local municipalities, local industry, community partners, Indigenous community, and alumni. Mutual respect and ongoing dialogue are key to our day-to-day operations.

## **Multi-year Objectives and Related Areas of Focus:**

***Employer Success*** – Foster a culture of belonging for everyone while providing alanee and opportunities for growth.

Areas of Focus:

1. Enhance access to professional development.
2. Expand opportunities to gain global perspectives.
3. Continue to measure and improve employee engagement.
4. Increase stability in our workforce.

***Academic Excellence*** – Enhance programming and applied research to best prepare career-ready students.

Areas of Focus:

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. Lead the college sector in innovative program design, development and delivery.

***Student Enrichment*** – Enrich student life with support and experiences focussed on community and connections.

Areas of Focus:

1. Increase access to student life activities.
2. Implement service improvements based upon student needs.
3. Connect our students to the world.

***Operational Excellence*** – Drive sustainability and improvements in operations.

Areas of Focus:

1. Apply sustainable practices across programs and operations.
2. Maintain focus on our long-term financial health.
3. Invest in modern and accessible learning and working spaces.
4. Optimize technology and processes to drive digital tranformation at the College.

***Community Engagement*** – Collaborate on solutions and foster relationships.

Areas of Focus:

1. Strengthen the SLC global alumni network.
2. Engage in strategic industry collaborations.
3. Build upon partnerships with all levels of government for mutual benefit.

***Indigenous Ways of Knowing and Being*** – Honour the history and contribute to a positive future for Indigenous learners and communities.

Areas of Focus:

1. Incorporate Indigenous Ways of Knowing and Being throughout our college community.
2. Advance the process of reconciliation and support the Truth and Reconciliation Commission Calls to Action.
3. Respect the principles of the Indigenous Education Protocol.

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## ***Role Summary***

### ***Vice-President, Student Affairs***

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#### **Summary of the Role:**

Reporting to the President and CEO, the Vice-President of Student Affairs offers leading edge strategic leadership, planning, and administration to a large and complex division of diverse services and supports across multiple campuses for all students from arrival and orientation through to graduation. These services include: orientation and student engagement; counselling; student advising; health services; library and test centres; tutoring and academic skills; accessible education; diversity and inclusion; Indigenous services; housing; financial aid; athletics and recreation; student administration, and student cards.

The Vice-President is a community leader and as such maintains a strong presence in the community as well as at all campuses. The Vice-President is responsible for the development and implementation of effective student retention and conversion strategies and the effective administration of the student rights and responsibilities policies and processes. As the Senior College Executive Team liaison for the Student Governments, the Vice-President ensures positive relations and the delivery of exceptional services to the student body.

The Vice-President works in close collaboration with other members of the College Executive Team, in particular the Sr. Vice President, Academic and other colleagues to integrate student services and continuously improve Key Performance Indicators (KPIs).

The Vice-President is a senior leader who participates in the overall management of the college as a member of the College Executive Team and as such shares accountability for the attainment of the College's strategic goals and business plans.

#### **Key Duties:**

##### ***1. Leadership and Direction for Student Affairs***

- Develops and oversees implementation of a business plan for the Student Affairs division furthering the College's strategic plan, which drives excellence in the entire student experience, both in and out of the classroom, from arrival and orientation through to graduation for all students.
- Provides effective leadership, management, and development to empower and support the student affairs team to meet existing and emerging needs including but not limited to mental health, sexual violence, diversity and inclusion, and accessibility.
- Develops and implements goals and objectives for the student affairs division in order to achieve the student experience business plan and continuously improve Key Performance Indicators (KPIs).

- Collaborates with senior colleagues to ensure integration of academic delivery and student supports which assures an exceptional overall experience for our students.
- Leads and promotes student diversity and inclusion strategies and initiatives that ensure an inclusive community, remove barriers and create a culture where differences are respected, recognized, accommodated and celebrated.
- Accountable for the non-academic student rights and responsibilities processes of the College including investigations, mediation, and appeals of non-routine student issues and complaints. Responsible for final discipline decision-making associated with suspension, expulsion, or other sanctions in disruptive non-academic situations. Provides guidance, advice and mediation, as needed, to assist the Deans and Associate Deans in addressing academic-based complaints, issues, investigations and appeals.
- Through leadership ensures the planning and implementation of programs and services intended to shape and broaden the student learning environment and the total educational experience, including student affairs initiatives, counselling and accessibility services, health services, student tutoring and development, financial aid, Indigenous centres, and athletic programming.
- Leads the development and implementation of strategies and initiatives to increase student retention and conversion. Chairs related Committees as required.
- Researches and analyzes emerging trends and global best practices in providing superior service to students. Leads the identification, development and implementation of innovative strategies and initiatives to advance student development, meet changing student needs, and provide a superior overall student life experience.
- Liaises with the student governments to promote a positive link to the College Executive Team, ensure appropriate communication to students about services offered and obtain feedback to continuously improve services.
- Develops, implements and monitors policies, procedures and practices to ensure quality and excellence of the services provided to students.
- Serves on various ongoing College committees.

## **2. *Strategic Leadership and Planning***

- Provides effective strategic and operational student services expertise and leadership within the College Executive Team to ensure an exceptional student experience, while modeling the college's value of Students First.
- As a member of the College Executive Team, participates in decisions regarding the management of resources and operational matters, which impact the effectiveness of the College including assistance in the development, implementation, monitoring and evaluation of the College's strategic and business plans and goals.
- Provides senior level leadership, advocacy and expert advice for a wide range of student experience functions. Keeps the Executive Team informed about student experience issues, which may impact the college.
- Builds positive and collaborative relationships with all levels of the college, with the student affairs team, and with the student governments at each campus.
- Provides leadership and represents the College's perspective on various external committees (local and provincial).

### **3. Human, Financial and Physical Resource Management**

- Leads information technology support for students, in collaboration with IT Services. Implements student supports and applications as required.
- Ensures that the assignments of counsellors and support staff are carried out consistent with the college policies and procedures and in accordance with academic and support staff collective agreements.
- Creates high-performing teams throughout the student affairs division. Promotes individual and cross-functional team development and individual/group accountability. Provides leadership in the development of a healthy work environment that encourages creativity, collaboration, communication, risk taking and empowered teams and committees.
- Maintains high level of employee performance through effective recruiting, selecting, training, developing, coaching, motivating and evaluating. Addresses performance issues, as warranted.
- Utilizes succession planning effectively ensuring bench strength in the student affairs area and opportunities for staff across the college.
- Handles escalated formal complaints from students. Participates in the collective agreement grievance process, as required. In collaboration with the President and Vice President, Human Resources and Organizational Development, promotes effective and collaborative labour relations.
- Accountable for the development and monitoring of the annual operating and capital budgets for the student affairs division. Ensures the efficient and effective use of fiscal and physical resources within the division through the coordination and consolidation of budget requests (i.e. operating and capital) and the distribution of funds.

### **4. External Partnerships and Funding**

- Identifies potential funding sources for student experience-related programs and initiatives. Prepares and submits proposals to secure funding for new and currently available services from government and non-government sources.
- Serves as the College representative, liaison and spokesperson to various external partners including: Student Residence Management, municipal-based committees, transportation and/or community sports committees as required.
- As a community leader, initiates, promotes and creates sustainable external partnerships with universities, other colleges, business and industry as well as community organizations to create opportunities for students and enhance the overall student life experience.
- Represents the college on the VP/Heads of Student Services Committee for the college sector and maintains relationships with appropriate provincial ministries.

***For additional information, regarding Key Duties of this position please refer to the College's Job Fact Sheet ("JFS").***



**College Reporting Structure:**

Reporting to the President and CEO, are the following members of the College Executive Team (CET):

- Senior Vice-President, Academic (Eileen De Courcy)
- Senior Vice-President, Corporate Services and Chief Financial Officer (Megan Shepard)
- Senior Vice President, Strategy, Communications & Advancement (Kathy O'Brien)
- Vice President, International Education (Shelley Aylesworth-Spink)
- Vice-President, Human Resources and Organization Development (Christopher Garnett)
- Vice President, Student Affairs (TBD)

The current reporting structure to the Vice-President, Student Affairs is as follows:

- Director, Wellness, Accessibility and Student Success (Caryn Langstaff)
  - Student Rights and Responsibilities Officer (Anya Brooker)
- Director, Student Services, Engagement and Libraries (Ross McMillan)
  - Associate Director, Libraries and Student Success (Leigh Cunningham)
  - Manager, Athletics (Kevin Biggs)
- Associate Director, Student Affairs (Bradley Craig-Pettem)
- Director, Residence Services (Barry Kennedy)
- Manager Operations (Terry Lyn Spence)
- Executive Assistant (Laura Beaudry)

There are approximately 74 full-time, 118 part-time, and 80 Student employees.

The Operating budget for the Department is \$12.6Million

For further details, please see:

<http://www.stlawrencecollege.ca/about/college-administration/organizational-structure/>

**Key Leadership Priorities for the new Vice-President, Student Affairs:**

- As a member of the College Executive Team (CET), work collaboratively to support the achievement of SLC's mission vision, Strategic Plan and annual strategic objectives to ensure that the College continues to remain successful and competitive into the future.
- As Student Affairs leader, be a passionate advocate and champion for students, student success, the student experience, and student well-being to support SLC's value - *"Students First"*, and the College's mission: *"We are dedicated to student success, academic excellence, and leadership in our communities"*.
- As Student Affairs leader and Executive team member, help champion equity, diversity and inclusion – and the College's core value of *"Belonging"*. Provide leadership in advancing a strategy and plan which continues to move from intent to action in addressing anti-racism and anti-oppression. Promote processes that strengthen and support equity, diversity and inclusion across the institution, while ensuring that barriers to opportunity and equity of access for all are addressed.
- As a member of the College's Executive Team and as leader for Student Affairs, plan strategically and proactively regarding the impact(s) and shorter/longer-term challenges of COVID-19 (such as Mental Health), as well as Government of Ontario changes (such as Performance-based funding) that will impact the College and its students. Ensure a fiscally prudent and responsible approach to planning and resource allocation that meets the needs of students and the College in future.
- Provide strong strategic leadership, ensuring that Student Affairs is strategically aligned with the goals of "SLC in 5", and has a clear business plan that is well-communicated and supported, while providing integrated student services, resources and supports for thousands of students across a complex, diverse and rapidly changing post-secondary environment with multiple campuses.
- Ensure effective alignment of student success supports and resources in concert with the Academic division and promote strong collaboration with, and support to academic Schools, faculty/staff across SLC to support and enable student success, well-being and engagement.
- Build positive and collaborative relationships, open communication and trust at all levels across the College, the Student Affairs Division, and SLC's Student Governments located on the Kingston, Brockville and Cornwall campuses.
- Working collaboratively across college divisions, and within Student Affairs, ensure the effectiveness of key student services systems and processes to ensure efficient, accessible and seamless "customer-service".
- Provide effective executive leadership, management and development to empower and support the Student Affairs team to meet existing and emerging needs, issues and concerns – including (but not limited to) wellness, mental health, sexual violence, diversity and inclusion, and accessibility.
- Be an effective advocate, champion, team-leader, team-player and team-builder across the division to ensure a culture of excellence and collaboration and support SLC's values of Students First; Teamwork; Innovation; Integrity; and Belonging.

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### *I d e a l   C a n d i d a t e   P r o f i l e*

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- A Master's Degree (in Education, Educational Administration, Counselling, or a related discipline). An acceptable combination of education and extensive experience may be considered.
- Ten (10) or more years of progressive leadership and management experience in a complex, unionized student services, student affairs, or student-centered work and post-secondary environment. Current knowledge of the Ontario post-secondary educational environment, with a global perspective on education is an asset.
- Extensive knowledge and experience addressing current and emerging trends and issues in student services, as well as practices, applications and theories in holistic student development, including (but not limited to) supporting International and Indigenous students, AODA, mental health and wellness, student success, diversity, equity and inclusion, and accessibility.
- Proven team leadership and management skills within a unionized environment. Will successfully lead, manage, empower, support and develop a team of professionals across different disciplines and a tri-campus institution.
- A strong ability to work collaboratively across college divisions, and with academic partners and schools across the college, to engage, support and enable student-centered learning, wellness and student success, with a keen understanding of and support for strategic enrolment management.
- An appreciation for consumer demands in the educational sector, including an understanding of retail operations and housing/living/residence models. Will possess a strong customer-service orientation and proven ability to manage and negotiate complex contracts, relationships and partnerships, internally and externally.
- Proven capability to lead and manage change and multiple priorities and projects, and with cross-disciplinary planning. Will be proactive, flexible, adaptable, and results-oriented with the ability to multi-task.
- Proven ability to implement services and supports for diverse populations and students, along with a deep understanding and appreciation of diversity and inclusivity. Strong inter-cultural competence.
- Strong creative and visionary thinking, strategic planning, analytical and decision-making skills. Effective at risk and issues management.
- Exercises sound judgement, problem-solving and conflict resolution skills in a decisive, yet collaborative and consultative manner.
- Sound business acumen and financial/resource planning skills and experience in an environment that requires accountability for large operating and capital budgets.
- Strong relationship-building, interpersonal and communication skills.
- A high degree of personal and professional integrity. Will model and promote teamwork, transparency, respect, trust, integrity and belonging. Demonstrates a thoughtful and calm approach to leadership.

**Compensation:**

The current salary band (16) for this position is \$126,716 to \$168,954 plus up to 5% for exceptional performance.

This position is considered, on appointment, an executive frozen compensation under the Ontario Government's Regulation 406/18 under the Broader Public Sector Executive Compensation Act 2014 (the BPSECA). The regulation implements a cap on salaries and other compensation for designated executives, as well as limiting the total amount of performance-related pay the designated employer can dispense.

**Key Search Milestones:**

Deadline for Applications:	April 19, 2021
Long List Presented to SLC	May 3, 2021
Short List Interviews	May 13/14 or 17/18 2021
New VP Student Affairs on-boarded	ASAP / August 2021

**For Further information on this opportunity, please contact:**

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**Confidential submission of applications/nominations to:** [resumes@promeus.ca](mailto:resumes@promeus.ca)

**Equity, Diversity and Inclusion**

St. Lawrence College and Promeus Inc. are committed to employment equity and diversity and equity in the workplace. We encourage and welcome applications from members of the designated groups, including women, racialized minorities, Indigenous peoples, persons with disabilities and persons of any sexual orientation and identity. We are committed to an inclusive, barrier-free selection process and to providing support in our recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant's accessibility needs. Please advise us of any accommodation measures you may require during the search process. Information received relating to accommodation needs of applicants will be addressed confidentially.

**Privacy and Confidentiality**

Promeus Inc. respects the privacy and confidentiality of all personal information provided by candidates throughout the course of our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act (PIPEDA), a copy of our Privacy Policy is available for review on our web site at [www.promeus.ca](http://www.promeus.ca).