

# Leaders

## INTERNATIONAL

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## OPPORTUNITY PROFILE

**ASSOCIATE VICE PRESIDENT, STUDENT SERVICES**



## THE ORGANIZATION

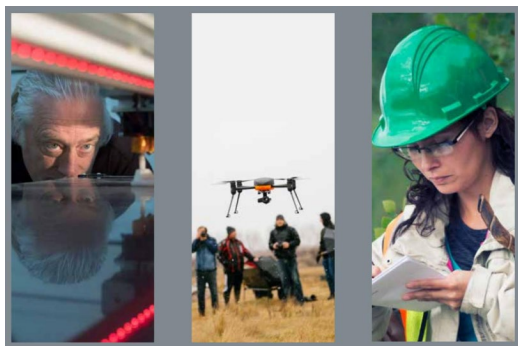
Saskatchewan Polytechnic serves 28,000 distinct students (16,000 full load equivalent) through applied learning opportunities at campuses in Moose Jaw, Prince Albert, Regina and Saskatoon and through an extensive range of distance education opportunities. It is the province's only polytechnic and its primary institution for post-secondary applied education and research.

As one of 13 members of Polytechnics Canada, Sask Polytech is committed to offering a broad range of educational experiences that are student-centered and industry responsive, offering more than 150 certificate, diploma and degree programs, and 23 apprenticeship programs. Sask

Polytech provides the skills and education that the province needs to grow and prosper, and has a long history of working closely with industry and the community to meet education needs. The Polytechnic Advantage enables students to choose among degree-level programming, certificate, diploma, apprenticeship and post-graduate credentials, and brings a high level of practical experience to the workforce.

Saskatchewan Polytechnic is recognized nationally and internationally for its expertise and innovation. Sask Polytech is committed to creating high-quality jobs for the future and has a goal of becoming the first-choice polytechnic in Canada by 2020.

Sask Polytech employs about 1,700 full-time equivalent staff including academic, professional services and out-of-scope team members who are located across the four campus locations. The team has been through significant changes in the last few years and there is a sense of excitement about the direction in which Sask Polytech is heading.



Excitement among staff, students and the community stems from successful applied research partnerships with local employers including Husky and SaskPower which highlights the opportunity to innovate within the postsecondary environment and contribute as an economic driver in the Province. Through a collaborative applied research approach Sask Polytech helps industry adapt to technological advancements, respond to changing needs and contribute to creating a stable economy.

## THE OPPORTUNITY

The Associate Vice President (AVP), Student Services is accountable to the Provost/Vice President, Academic for institute wide planning, development and integration of a wide variety of student and corporate services delivered at four main campuses.

The AVP has a team of approximately 190, including accountability for leading five (5) direct reports:

- an Executive Assistant
- four Directors
  - Director, Enrolment Services and Registrar
  - Director, Strategic Enrolment Management
  - Director, Student Engagement and Learning Services
  - Director, Counselling, Health and Accessibility Services

The AVP has responsibility for this team of senior professionals and specialists tasked with developing, enhancing and implementing services that contribute towards student recruitment and success. As a member of the senior academic team, the AVP plays a lead role in policy and process development, and in aligning services to effectively support the academic model.

Three major areas of accountability include:

- **Strategic Enrolment Management (SEM)** is essential in order for Saskatchewan Polytechnic to succeed in an increasingly competitive post-secondary marketplace. Strategic Enrolment Management is responsible for leading, guiding and integrating institution-wide SEM initiatives related to student recruitment, retention, and success; and for linking the principles of SEM with those of the academic leadership. Student recruitment specifically includes the development, coordination and implementation of a comprehensive strategy to attract and recruit students to Saskatchewan Polytechnic programs, and includes the Saskatchewan Polytechnic contact centre.

- **Enrolment Services** includes international admissions, registration services and student information systems. Registration services coordinates and provides a wide variety of services supporting the academic careers of students at Saskatchewan Polytechnic from the point of admission through to graduation and student records.
- **Student Development** includes services designed to facilitate student recruitment, retention, student engagement and success. Career development, academic advising, counseling, learning services, student employment services, education equity, services for students with disabilities, wellness services, newcomer and international student services, and women in trades and technology services combine to provide support for both applicants and registered students.



### Specific Accountabilities

Providing leadership in developing, enhancing and implementing a wide variety of student services that are aligned with the overall strategic goals of Saskatchewan Polytechnic are key areas of responsibility. The AVP is accountable for the following:

1. **Student Services Leadership**
  - Develop and direct the implementation of goals and objectives for the three major areas of accountability.
  - Provide direction in implementing policies, guidelines, processes and practices that

govern all aspects of student services throughout the institution.

- Ensure a common structure and coordination of services among all four campuses.
- Provide leadership in policy development through Deans' council.
- Coordinates convocation ceremonies on four campuses.

## 2. Institutional Planning

- Develop and champion divisional priorities and work with the leadership team in pursuit of these objectives.
- Ensure plans are aligned with the needs of key stakeholders and emerging trends.
- Participate as a member of the Saskatchewan Polytechnic Senior Academic Leadership Team in the development of the Multi-Year Business Plan and Capital Plan.
- Champion the development of strategic enrolment management initiatives.
- Ensure effective and impartial implementation of the student appeal process, the application of the student conduct policy, and student services policies and other institutional policies and procedures.

## 3. Relationship Management

### Internal

- Work closely with the Senior Academic Leadership Team to ensure high quality and consistent services are integrated, supportive and meet the overall institutional direction.
- Build and maintain relationships among the various student services units as well as the students' associations.
- Build and maintain relationships across academic and administrative divisions.
- Provide direction and resolution regarding conflict, complaints and relational issues impacting Student Services.
- Builds and maintains relationships with students and student groups across

Saskatchewan Polytechnic. Accountable specifically for building and maintaining positive relationships (both business and advisory) with the students' associations.

### External

- Represent Saskatchewan Polytechnic on national, provincial, departmental and regional committees as required.
- Maintain relationships and co-operation with other partners in the training system provincial, national and international, including the Ministry of Advanced Education.

## 4. People Management

- Ensure a positive, diverse and inclusive work and learning environment.
- Recruit, orient and retain outstanding staff in pursuit of academic service excellence aligned to Saskatchewan Polytechnic's values: respect, integrity, sustainability and excellence.
- Coach, develop and mentor direct reports to ensure their success.
- Hold employees accountable for outcomes and a high level of performance by addressing people management issues within the division in a timely manner.
- Plan for future key leadership roles by ensuring succession and workforce planning initiatives are implemented within the division.
- Promote strong employee engagement.

## 5. Resource Allocation

- Ensure resource allocation for all programs and services are aligned with the Multi-Year Business Plan and the Operating Capital Plan.
- Develop and manage both operational and capital budgets in accordance with divisional objectives; monitors the division's progress in meeting divisional objectives, project plans

and priorities as set in the operating and capital plan.

- Develop innovative solutions to resource challenges while ensuring alignment with, and support, of Saskatchewan Polytechnic's strategic plans.
- Provide monthly and ad hoc reports to the Provost and Vice President, Academic as required.

## 6. **Risk Assessment and Management**

- Identify, assess and manage risks in the planning processes completed within the division.
- Ensure accountability and transparency of the division's activities, information and reports.
- Ensure compliance with federal and provincial laws, regulations, Saskatchewan Polytechnic policies and collective agreements.
- Ensure the general safeguarding and stewardship of all resources within the division.

Position requirements include:

- Preference will be given to an incumbent with a graduate degree in education or a related discipline. Consideration will be given to a bachelor's degree and extensive relevant experience.
- Minimum of five years' experience in a post-secondary student services environment.
- Senior level management experience with a demonstrated history of developing and leading high-performance teams.



## THE PERSON

### CORE COMPETENCIES:

The five competencies below are Saskatchewan Polytechnic's Core Competencies, which support our mission, vision and values.

#### ▪ **Communication (Leadership)**

Demonstrates an ability to communicate effectively in a wide variety of situations including face-to-face, over the phone, and in writing.

#### ▪ **Teamwork and Collaboration**

Demonstrates the ability to work cooperatively within a team, and with individuals throughout the organization, to achieve optimal results.

#### ▪ **Knowledge and Expertise**

Demonstrates proficiency in the knowledge and skills specific to the position and uses expertise to serve the objectives of both the department and the organization as a whole.



- **Client Focus**

Demonstrates a high level of focus on client service, setting priorities based on client needs, and continuously seeking ways to meet and exceed client expectations.

- **Valuing Diversity**

Demonstrates the promotion of a workplace where diversity is welcomed, valued and expressed in ancestry, thought and practice.

## **LEADERSHIP COMPETENCIES:**

*As a senior leader at Saskatchewan Polytechnic, the AVP Student Services will also be required to demonstrate the following leadership competencies:*

### **Leads Transformation:**

Anticipates emerging trends and creates opportunities that shape and transform the organization and polytechnic sector in Canada.

### **Inspires Courage & Innovation:**

Models and enables creative thinking, curiosity, and calculated risk taking to create new solutions.

### **Cultivates Strong Relationships:**

Builds strong and trusting relationships, and brings a stakeholder and learner-centric mind set and focus to all elements of the organization.

### **Drives Operational Excellence:**

Leverages business insight, financial acumen, and operational rigour to maximize productivity and build long-term, sustainable success.

### **Builds Leadership & Culture:**

Brings authenticity, emotional intelligence, and accountability to develop leadership effectiveness in individuals, teams, and our culture.

## **LOCATION**

The successful candidate may reside in Saskatoon (preferred) or Regina. Travel is required on a regular basis between the four campuses. A relocation package will be provided as required.

## **COMPENSATION**

A competitive compensation package will be provided including an attractive base salary and excellent benefits. Further details will be discussed in a personal interview.

### **PLEASE CONTACT:**

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