

boyden



ALGONQUIN
COLLEGE

Executive Profile

President
Algonquin College

May 2019

Letter of Introduction

On behalf of Algonquin College, we would like to thank you for considering this important opportunity. The enclosed material contains an overview of the College, an outline of the position and information about Ottawa, where the position is located. Also included is an overview of the search process, and a few points we would like to get your agreement on at the beginning of the search.

This document is intended to provide you with information and is not a contractual document. Some of the material may change. We will do our best to keep you informed of any new developments over the course of the search.

Additional information regarding Algonquin and the search for the College's next President can be found on the web sites: www.algonquincollege.com and <https://www.algonquincollege.com/bog/>. Please feel free to contact us should you have any additional questions.

Again, thank you for your time and interest.

Yours truly,



Ron Robertson



Jessa Chupik

Algonquin College: Overview

Algonquin College of Applied Arts and Technology is one of Canada's leading degree granting, research intensive, publicly funded colleges. Headquartered in Ottawa, and with campuses in Ottawa, Perth, and Pembroke, Algonquin has close to 20,000 full time students and 45,411 continuing education registrations, a major and growing research presence, and partnerships across the globe.

Algonquin College of Applied Arts and Technology was established in 1967 and was named after the First Nations people who lived in the area. Algonquin was formed from the merger of the Eastern Ontario Institute of Technology, established 1957, and the Ontario Vocational Centre, established 1965.

Focused on Student Success:

Dedication to student success is Algonquin College's guiding principle and is demonstrated through the quality of its programs, staff, the continual expansion of its facilities, and by forging strategic partnerships. Every action since the College was established has been to ensure students have access to the education and skills training demanded by the marketplace to launch a rewarding career.

Recognized as a leader in postsecondary education, the College has undergone significant growth since its establishment and continues to grow today. The College celebrates 51 years as a leader in post secondary education, and has undergone significant growth since its establishment and continues to grow today. All three Algonquin College Campuses have recently completed major expansion projects. The Perth and Pembroke Campuses have built all-new facilities, and the Ottawa Campus now features a new and innovative DARE District and Library.

Mission:

To transform hopes and dreams into lifelong success.

Vision:

To be a global leader in personalized, digitally connected, experiential learning.

Core Values:

Caring: We have a sincere and compassionate interest in the well-being of the individual.

Learning: We believe in the pursuit of knowledge, personal growth and development.

Integrity: We believe in trust, honesty and fairness in all relationships and transactions.

Respect: We value the dignity and uniqueness of the individual. We value the equity and diversity in our community

Board of Governors

As one of the largest of Ontario's twenty-four public community colleges, Algonquin College is governed by a Board that strives to provide learners with high quality education and training for employment in the fast-changing world of business, technology, health and community services.

The Board of Governors is comprised of seventeen individuals: 12 external Governors who reflect and represent the stakeholders of the local community served by the College, four internal Governors representing Students, Faculty, Support Staff and Administrative Staff, and the President of the College. Each board of governor of an Ontario college of applied arts and technology is responsible for the governance of the college. To that end, a governor is accountable to the students, employers, and communities the college serves and for ensuring that it is effectively and appropriately managed to achieve its established mandate and to provide needed programs and services to students and other stakeholders.

In practice, the Board of Governors does not manage the College on a day to day basis. That task is delegated to the College Administration, headed by the President, who is appointed by the Board of Governors.

Board members play an important role, flowing from their responsibility as trustees of the public interest. Examples of Board activities include:

- Supervising and assessing the performance of the College President;
- Adoption of policies for the delivery of high-quality instruction and efficient management of College resources;
- Approval of programs of instruction, operating and capital budgets;
- Monitoring of College performance in key educational and administrative areas; and
- Appointment of advisory committees to ensure continuing relevance of College programs.

Executive Team

The Executive Team, reporting directly to the President consists of the following leaders:

- Claude Brulé, Senior Vice President Academic
- Duane McNair, Vice President, Finance & Administration
- Laura Stanbra, Vice President, Student Services
- Doug Wotherspoon, Vice President, Innovation & Strategy
- Diane McCutcheon – Vice President, Human Resources
- Ron Deganadus McLester, Vice President, Truth, Reconciliation & Indigenization
- Tracy McDougall – Director, President's Office & Communications

For a full organizational chart, please visit:

<https://www.algonquincollege.com/organizational-chart/>

Schools and Institutes

Algonquin College continues to transform the design and delivery of applied education and training.

For further information about the programs, schools and institutes at the College, please visit: <https://www.algonquincollege.com/future-students/programs/schools-and-institutes/>

Student Population

- Full-time: Approximately 20,000
- Continuing Education: Over 45,411 registrations
- International: Over 4,000 international students enroll at Algonquin from more than 100 countries. Recent activity abroad includes projects in countries such as India, China, Kuwait, Kenya, Dominica, and Montenegro.

Campus Size

- Ottawa Campus Site Area: 370,340 square metres
- Pembroke Campus Site Area: 56,296 square metres
- Perth Campus Site Area: 49,498 square metres

Faculty and Staff Size

- Full-Time Staff: 1305
- Part-Time Staff: 2601

Algonquin College's Plans and Reports

Please follow the links to view Algonquin College's Plans and Reports:

- Annual Reports
- Audited Financial Statements
- Board of Governors Meeting Packages and Minutes
- Business Plans & Budgets
- College Academic Council (CAC) Annual Report
- Economic Impact Study
- Employee Engagement Survey Results
- Graduate Employment Reports
- International Education Strategic Plan
- Key Performance Indicators (KPI)
- Other Financial Reports
- People Plan

President, Algonquin College

- President's 2014 Listening Tour and 2015 Task Force Reports
- Safety & Security Statistic
- Strategic Mandate Agreement
- Strategic Plan

KPI & Program Indicators

Since 1998, the annual Key Performance Indicator (KPI) survey has been administered at Ontario colleges by an independent research firm for the Ontario government. Colleges collect and report performance in five areas:

- Graduate Satisfaction
- Student Satisfaction
- Employment Rate
- Employer Satisfaction
- Graduation Rate

Each year Colleges Ontario provides a report on the Key Performance Indicators (KPI) in both English and French. To download any of their reports, please visit:

<https://www.collegesontario.org/outcomes/key-performance-indicators.html>

President, Algonquin College

Stakeholder Input: The Culture, Challenges and Opportunities the new President is likely to Encounter

"The new President of Algonquin must have authentic passion for the post-secondary education sector. Our culture places a great deal of focus on students, and emphasizes transparency. Keeping the curriculum relevant to the changing needs of students while dealing with decreasing funding contributions from the province is a primary challenge. The new President will need to continue building the College's substantial reputation and its close working relationships with all three levels of government."

– Peter Nadeau, Chair, Board of Governors

Culture

The culture at Algonquin College was consistently described as one that truly lives the stated mission, vision, and the core values (caring, integrity, learning and respect). There is a strong commitment to service, life-long learning, and helping today's learners become tomorrow's leaders and transform their dreams into lifelong success. It is a collegial, innovative, and progressive place, with an entrepreneurial bent. Board members are proud of the balanced budget, being financially conservative, with a strong senior management team, and a collaborative board. Continuous improvement and lean management are important at the college.



The college is an employer of choice and builds strong relationships with the student associations, donors, and alumni. Faculty, staff, and students value diversity, especially Indigenization. Overall, Algonquin College community members take a lot of pride in being a part of an 'accessible' community college and diversity is a core value.

Opportunities:

Employee Engagement

Algonquin College has a committed, proud and loyal group of staff and faculty members. Working with the Vice Presidents and other senior leaders, the President will set the tone and provide the leadership to not only improve employee engagement and union relations, but to energize the College community as there will be significant change ahead.

Innovative and Effective Strategy for Truth, Reconciliation, and Indigenization

The College is a Canadian leader in the sector for Truth, Reconciliation and Indigenization. The Office of Truth, Reconciliation and Indigenization leads this strategy and the overall

President, Algonquin College

direction, but each member of the College's leadership team has a shared accountability for Indigenous initiatives within each vertical. The next President will need to continue this commitment and encourage the further development of policies, procedures, and initiatives that are authentic and grounded in Indigenous Knowledge.

Challenges:

Financial, technological, physical infrastructure

The challenges are consistent in the post secondary education sector, including managing the funding cuts to the college, adjusting to the new funding model, government relations, and declining domestic student enrolment. Aging physical infrastructure, technological change, and meeting the expectations of employers will be critical issues to solve.

The Student Experience

The student population, due to pressures from the lack of financial support and concerns about the future of work, will continue to face mental health challenges and will require continued support from the college. Students needs are evolving, including a focus on personalized education, so careful attention must be paid to their individual and collective requirements for education and support.

International student enrolment (the growth and potential decline in some regions) will be an important challenge and opportunity for the new President. Ensuring that the college can adequately serve and support international students will be one of the areas to focus on.

Overall, the challenges and opportunities require faculty, staff, and students to adapt in a new landscape; a strong, decisive and empathic leader to guide them will be critical.

Position Description - President

As the College's Chief Executive Officer, the President is accountable to the Board of Governors for the operation of the College. The President always represents the College with its values of caring, learning, integrity, and respect.

The President provides executive leadership to the College staff to ensure that the College is successful in meeting the diversified educational and training needs of the College level postsecondary students and clients that it serves. The President leads the College's vision to be a global leader in personalized, digitally connected and experiential learning.

The President directs the development of the College's strategic plan for approval by the Board, including the identification of annual educational and operational goals required to achieve the strategic plan.

The President leads by example, including demonstrating leadership in accountability, transparency, and resiliency. The President works with the senior management team to provide leadership, focused on the College's core values, to College employees regarding the effective utilization of the College's educational, financial, capital and human resources to achieve both short- and long-term college objectives. The President is accountable for

President, Algonquin College

creating a work environment that is conducive to effective team/individual performance necessary to support the development and delivery of high-quality, sustainable and educational programs/services, leading to a high level of student/client confidence and satisfaction with college programs/services.

The President develops and optimizes strategic linkages and partnerships with all levels of government, community, education, business, industry and international educational sectors to secure new educational and training opportunities in a competitive educational marketplace.

Key Duties

- Positions the College to provide high-quality, personalized, sustainable full and part-time college level postsecondary education and training that meet the needs of students and clients that it serves.
- Works with the senior management team to determine the best methods for delivering educational programs and services in a competitive educational marketplace (public and private, local, national and international educational providers); to assess current and future educational needs and support services; and, to develop and implement policies and programs that balance the economic, political and social factors of College stakeholders within the broad community that the College serves.
- Leads in the development and making of broad operational decisions concerning the College's infrastructure of human, educational, financial and physical resources required to develop, deliver and support the postsecondary educational courses and programs offered by the College.
- Performs the function of the President and Chief Executive Officer of the College by providing the leadership to develop the internal/external structures necessary for effective and efficient College operations. This involves the effective hiring and development of key College staff and the effective delegation of responsibilities and accountabilities; ensuring that key College systems function appropriately so that College staff have the necessary resources to operate the College effectively; and, ensuring College assets are protected, adequately maintained, and not at risk.
- Ensures that Board members are provided with the relevant, timely and sufficient information they need for productive discussions and sound decisions. Provides specialized, authoritative advice and leadership to the Board of Governors to assist the Board with the development of the College's strategic plan, including the short and long-term educational and operational objectives necessary to advance the strategic plan and ensure its success.
- Develops and maintains relationships vital to the College with municipal, provincial, federal and international government representatives, with business/industry leaders and other educational organizations, as appropriate, to obtain/retain financial and capital resources, and secure new educational opportunities, partnerships and resources in a competitive educational environment.
- Acts in the best interests of the College in securing and promoting its educational, community, administrative and financial objectives, showing an acceptable level of foresight.

President, Algonquin College

Selection Criteria

The Presidential Search Committee, in consultation with the Algonquin College community, has developed the following selection criteria in assessing candidates for the role of Algonquin College's next President. *The ideal candidate will possess many of the following:*

Education

- It is preferable that the successful candidate holds a master's degree or equivalent education and experience.

Related Experience

- Experience should include senior leadership role(s) in a post-secondary institution, a crown corporation, and/or a major, not-for-profit or private sector organization.
- Demonstrated experience engaging with broad diverse stakeholder groups, which ideally include staff/faculty/students, various levels of government, First Nations representatives, and business and community partners.
- Experience building relationships and increasing partnerships in an effort to identify and seize funding opportunities.
- Record of success in effectively managing financial resources and leading/developing high performing teams.
- Positive track record in a unionized environment and developing positive relations with employee groups.
- Success working with a board and diverse stakeholder groups.

Abilities

- Strong strategic thinking skills with the ability to work with others to set priorities and establish strategies to move an organization forward in realizing its vision.
- Ability to represent the College effectively with stakeholders, community representatives and the media.
- Strong communication skills with the ability to be the face of the College in influencing and being a champion for the College's vision, mission, core values and strategy.
- Strong team leader and team member with demonstrated ability to motivate, support and lead in a collegial environment.
- Ability to rally people around Algonquin College initiatives as a student-centred institute.
- Ability to stimulate innovation and change to ensure the evolution and development of programming to further enhance the College's current and future capacity to provide a personalized educational experience for students.

Personal Attributes

- Positive, enthusiastic, engaging and energetic leadership style.
- Adaptable, decisive and comfortable dealing with ambiguity.
- Unquestionable integrity and values, and a strong moral compass.
- Diplomatic and approachable in various settings.
- Ideally, the ability to communicate in French.

Compensation

We would welcome the opportunity to discuss this with you.

The President will be required to join the College of Applied Arts and Technology Pension Plan. Group insurance is provided through Sun Life with the Basic Life and Accidental Death and Long Term Disability portions being compulsory. The Administrative Staff benefits information can be found at: www.algonquincollege.com/hr/

Location: Ottawa

Ottawa, Canada's capital has been described as one of the most beautiful capitals in the world. Ottawa is a bilingual, culturally rich city with a metropolitan population of about 1 million people, yet it still maintains the accessibility and atmosphere of a smaller city. Ottawa is centrally located with access to two of Canada's major cities; Montreal is 1.5 hours away and Toronto is within 4 hours. It is also less than an hour's drive from the American border.

Consistently rated as one of the best Canadian cities in which to live, Ottawa has a charm quite unlike most urban centres. It enjoys the visual and performing arts centres of a major city, as well as other big city attractions such as nightclubs, restaurants, and shopping, all within a relatively small space featuring excellent municipal infrastructure and much shorter commute times than some of Ottawa's larger neighbours. Ottawa also boasts a thriving arts community that features the National Arts Centre, diverse local theatre (Great Canadian Theatre Company, Ottawa Little Theatre), a lively music scene (classical and contemporary), and a number of annual music festivals. The city offers 10 museums (including the Canadian Museum of History, Canadian War Museum, and Canadian Museum of Nature, among others), and 13 art galleries including the National Gallery of Canada.

Ottawa contains far more natural and undeveloped space than most cities of its size, and provides easy access to hiking, biking, skiing, and other activities in the surrounding area. The city itself provides many venues for outdoor recreation, housing 900 parks, 3 supervised beaches, 79 outdoor pools, and more than 300 sports fields. On the banks of the Ottawa River, the Nepean Sailing Club offers sailing that rivals some areas of the Great Lakes. In the colder months, Ottawa offers over 400 skating rinks, as well as the Rideau Canal, which becomes an eight-kilometre long skating rink every winter. Gatineau Park, just a short drive from downtown Ottawa, provides more than 200 kilometres of groomed cross-country ski trails, and there are eight alpine ski resorts within easy reach of the city.

Ottawa has four publicly funded school boards: "public" and "separate" (Roman Catholic) English language boards, and "public" and "separate" French language school boards. The city also features several privately funded institutions. There are four universities in the area, Carleton University, the University of Ottawa, Saint-Paul University and Université du Québec en Outaouais and two community colleges, Algonquin College and La Cité Collégiale. For an up to date listing of housing prices and houses for sale in the Ottawa area, please visit the Ottawa Real Estate Board.

Steps in the Selection Process

Announcing Your Wish to be Considered:

If you wish to be considered for this position, please forward your resume and any other relevant application material to [Ron Robertson and Jessa Chupik](#) by June 3, 2019. Rest assured, all your personal information will be kept in the strictest confidence.

Interview with Boyden:

Once we receive the resumes of those who express interest in the position, we compare them against Algonquin's needs and also against the backgrounds of other candidates. We then make a decision about which candidates are closest to the ideal background, and create a list of suitable candidates.

If you are on the list of candidates, we would like to have an initial interview to explore interest and fit on both your part and ours.

After the Interview:

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

- a) *Matters of Fact* – These include benefits, pension plans, vacation policy, perquisites, and an approximate indication of the compensation plan. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance and any other matters of this kind that are important to you.
- b) *Matters of Family* – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.
- c) *Matters of Fit* – Please list the remaining questions that you would need to have answered about the position and the organization and pass them along to us. We will be happy to answer them for you.

The goal of gathering all of this information is to help you make an intelligent decision, as soon as possible, about the degree of your interest. *In fairness to everyone, please do not go further if you really think you are unlikely to accept the position should it be offered to you.* If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you get the additional information you need.

Preparation of Long List and Creation of Short List:

The Presidential Search Committee will choose the Short List of candidates to interview.

Information Gathering from Algonquin for Short Listed Candidates:

If you are selected as a Short List Candidate, we will schedule a meeting for you with a representative from Algonquin to answer your remaining concerns. The objective of this session is to help you gather information prior to your interview with the Board of Governors. Following this session with Algonquin, we will once again reconfirm your desire to proceed.

Important Dates to Note in Your Calendar

- *Proposed Candidate Long List presentation date: mid-June 2019*
- *Proposed Short list Interview Date with the finalists and the Board: late June 2019*
- *Ideal start date for the successful candidate: September 2019 (TBD)*

President, Algonquin College

Interview with the Board of Governors:

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Board. ***Interviews with the Board are planned for late June in Ottawa.*** Our client plans to have one extensive interview with you and possibly followed by a second meeting later on the same day or the following day. You will likely be asked whether you are interested enough in the position to accept it if it were offered to you.

Steps Leading to an Offer:

After you meet with the Board we will advise you of their decision as soon as possible. If you are selected as the final candidate, the client will ask us to finalize the reference checks and if satisfied with the information received, you will be made a verbal offer of employment during which time the terms and conditions of the offer will be discussed with you.

Reference Checking:

Reference checking is a very important part of the search process. Whenever we can, we try to speak with people whom have known a candidate from a subordinate, peer, superior, and client perspective. If you are chosen as the final candidate, we would like to work with you to choose a set of references that provide as complete a picture of your employment history as possible. We have found this is in both of our interests, as the more information we have, the better we can prepare you and our client before you begin work.

Psychometric Assessment:

If you are chosen as a Short Listed candidate or finalist, you may be asked to complete a Psychometric Assessment with an Industrial Psychologist. The dates for these evaluations will be scheduled in July.

Etiquette Regarding an Offer

If this position is offered to you, we would like to know that you will honour two standards of professionalism:

- First, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not 'shop' or discuss the offer with your present employer.
- Second that, if you accept the offer, your word is your bond and we can count on the fact that you will be joining our client. We understand that candidates can sometimes have doubts and second thoughts after making the decision to make a major career change. These feelings are quite common, and you are wise to anticipate that they may arise. On the other hand, we want to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel the offer.

If either of these conditions is unacceptable to you, please inform us immediately. We will do our best to keep you informed throughout the process.

360 Survey

Most executives who start a new position do so without fully knowing the culture, the values and the way things are expected to be done in the new organization. For the first several months on the job, they navigate using an old 'map' of how things were done in their previous organizations. There is always a risk that at least some of their behaviour will be at odds with their new surroundings.

If you are offered and accept this position, our firm will assist with your orientation. We have offered to carry out a 360-degree survey on your behalf, gathering feedback by conducting one-to-one interviews with each of the key people around you.

The survey is usually carried out between two and five months from the date of your hire. We would then summarize the results and provide you with feedback, with specific recommendations regarding what behaviour is working and what needs to be changed.

The information obtained from the survey can be very useful in making the adjustment to the new culture.