



Executive Brief

IN THE RECRUITMENT OF THE
President and Chief Executive Officer

FOR
Loyalist College





Organization Profile

Loyalist College

Loyalist College is located on the territory of the Huron-Wendat, the Anishnaabeg, and the Haudenosaunee people. We acknowledge our shared obligation to respect, honour, and sustain these lands and the natural resources contained within.

Loyalist College is Ontario's Destination College – empowering students, faculty, staff, and partners through experiential, industry focused, cluster-based education, training, and applied research programs. Located on more than 200 acres in the beautiful Bay of Quinte region, the College is perfectly positioned between Toronto, Ottawa, and Montreal. Loyalist College is a close-knit community where students and their success come first.



For five decades, Loyalist has provided personalized attention in small classes, rewarding field placements and superior student services. Today, the College offers more than 70 full-time programs, apprenticeships, and hundreds of online, distance and in-class courses, as well as opportunities for continuing education through more than 100 university transfer agreements. In Fall 2022, Loyalist also launched a standalone Bachelor of Science in Nursing degree.

When it comes to grads getting jobs, 85.3 percent of the College's most recent graduates found employment within six months of graduation compared to the provincial average of 77 percent, according to Provincial Key Performance Indicator (KPI) Results released in December 2021.

The College's wide selection of advanced diplomas, diplomas, certificates and apprenticeship programs aligns with market-driven disciplines including biosciences, building sciences, business, community service, health and wellness, media studies, public safety, and skilled trades.

Loyalist College embraces a learning-centred approach to outcomes-based education in accessible learning environments. The College's state-of-the-art facilities and access to the latest tools, technologies, and learning resources, prepare students to be confident and effective in the workplace.

With annual revenues of over \$86M, Loyalist is a key driver of social and economic health in eastern Ontario. It contributes 3.8 percent of the Gross Regional Product, representing \$396.3M annually to the regional economy (October 2021 report by Economic Modelling Specialists International).

Loyalist at a Glance

- **Three campuses and two satellite locations:**

- ◆ Belleville Campus
- ◆ Bancroft Campus
- ◆ Loyalist College in Toronto (LCIT)
- ◆ Port Hope Satellite Location
- ◆ Tyendinaga Satellite Location

- **Cluster-Based Applied Programs and Research:**

- ◆ Health, Human Services, Social Development and Public Safety
- ◆ Bio Economy and AgriTech
- ◆ Advanced Manufacturing and Business Automation
- ◆ Science, Technology, Engineering, Arts and Mathematics (STEAM)
- ◆ Creative, Communication and Social Economy

◆ Progressive Trade and Transportation

- **70+ full time diploma, certificate and apprenticeship programs**
- **100+ university transfer agreements with post-secondary institutions across Canada and abroad**
- **Approximately 8,000 full-time students enrolled across all three campuses and more than 5,000 part-time students registered in Continuing and Distance Education, Corporate Training, and apprenticeship programs.**
- **85% of graduates are employed within 6 months of completing studies**
- **Over 50,000 alumni**
- **College's impact supported 6,081 jobs in the service region economy and contributed 3.8% to the Gross Regional Product**
- **Recognized as a Top 50 Research College in Canada 2021 (Research Infosource Inc.)**
- **Received eligibility status for NSERC – advancing campus with commitment to innovation and applied research**



Mission

Loyalist College empowers students, faculty, staff, and partners through experiential, economic, cluster-based applied programs and research that provide career-ready graduates for, and knowledge transfer to, industry and the community.

Vision

Loyalist College will be Ontario's Destination College, known locally, nationally and internationally as a deliberate choice of students, faculty, and staff, where their experiences are enabled by an engaged and supportive culture.

Values

Loyalist College is guided by the values that define the institution:

- ◆ **Caring** – We attend to, and focus on the individual and collective success of our students, faculty, staff, and community by providing deep and broad supports
- ◆ **Creative** – We design customized solutions for real-world challenges that face our students, faculty, staff, and industry and community

partners

- ◆ **Engaging** – We build relationships by using all relevant communication channels to listen and respond to our students, faculty, staff, and industry and community partners
- ◆ **Inclusive** – We eliminate barriers to the full and meaningful participation of all our students, faculty, staff, and industry and community partners, in the activities of the College
- ◆ **Accountable** – We are each responsible for our individual actions and for contributing to the collective success of the College



Strategic Plan 2025

Loyalist College's Strategic Plan reflects their aspirations to establish itself as a Destination College, while being responsive to the major trends and issues that are shaping Ontario's post-secondary industry.

Strategic Directions:

1. **Loyalist College will create cluster-aligned programs and applied research** – Pursue a differentiated, market-driven, regionally focused, cluster-based framework to learning and applied research that supports and enables student, faculty, staff, industry,
2. **Loyalist College will deliver an outstanding student experience** – Provide an inspiring, well-rounded, and real-world student experience that offers choice and opportunities within and beyond the classroom.
3. **Loyalist College will strengthen organizational development and capacity** – Ensure that required structures, resources, and funding are in place and aligned to meet the needs and expectations of students, faculty, staff, industry, community, and a growing College.



Academic Plan 2022-2027

Loyalist College will be guided by their new academic plan which lays out strategies to achieve six academic priorities over the next five years. Loyalist College will:

1. As Ontario's Destination College, continuously enhance and evaluate programs across all faculties
2. Develop and implement apprenticeship, pre-apprenticeship, diploma and trade certificate programs designed to meet the individual needs of secondary school students, mature students,

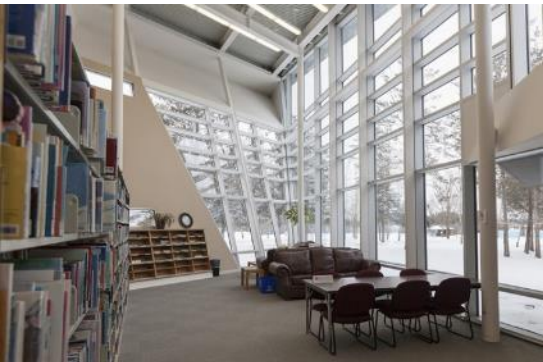
mid-career students, and first generation post-secondary students.

3. Ensure all students are supported by Cluster-Based applied programs/research foundation, preparing each individual student for success into a Cluster-Based economy. Every course and program at Loyalist College is attached and connected to a cluster.
4. Embed its identified six Graduate Attributes into all academic programs, and clusters, providing students with a recognized credential and certification of successful achievement.
5. Provide necessary wrap-around supports for individual student mental health and academic wellness.
6. Be connected to our communities and provide innovative Work Integrated Learning opportunities.



To learn more about Loyalist College please visit the following:

- ♦ [2025 Strategic Plan](#)
- ♦ [2021-2022 Business Plan](#)
- ♦ [2020-2021 Annual Report](#)



Position Profile

President and CEO

As the College's Chief Executive Officer, the President is accountable to the Board of Governors for the operation of the College.

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 post-secondary students and clients that it serves.

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 works with the senior management team to provide leadership to 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 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 Responsibilities

Working with an engaged and committed Board, faculty, staff, alumni and community, the next President and CEO will:

- ◆ Position the College to provide high-quality, sustainable full- and part-time college-level post-secondary education and training that meet the needs of the students and community that it serves.
- ◆ Work with 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, 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.

- ◆ Lead 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 post-secondary educational courses and programs offered by the College.
- ◆ Perform the function of the President and Chief Executive Officer of the College by providing the leadership necessary 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 that College assets are protected, adequately maintained, and not at risk.
- ◆ Ensure 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.
- ◆ Develop and maintain 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, secure new educational opportunities, partnerships and resources in a competitive educational environment
- ◆ Act in the best interests of the College in securing and promoting its educational, community, administrative and financial objectives, showing a generally acceptable level of foresight.

Mandate

The following are key priorities for the next President as identified through the consultation process:

Build on Momentum

- ◆ Build on the strengths and assets of Loyalist and recognize the need for the College to be relevant, innovative, and sustainable in their community.
- ◆ Champion the vision of being Ontario's Destination College and recognize the assets and opportunities
- ◆ Execute the college's strategic vision and new academic plan
- ◆ Promote Loyalist's brand identity and the warm, people-first culture that defines the Loyalist College experience.

Foster Strong External Relationships

- ◆ Establish trust, confidence and strong relationships with the Loyalist community and key external stakeholders
- ◆ Be a visible and actively engaged participant in the community by integrating and connecting with community partners
- ◆ Be a proud voice and public champion of Loyalist, by raising its profile, developing positive relationships with alumni, industry, donors, government and other partners.

Inspire and Build a Culture of Innovation

- ◆ Lead and support the people of Loyalist to continue to innovate and evolve the delivery of education, including hands-on learning experiences and advanced curriculum
- ◆ Increase the College's profile as a leader in impactful applied research and innovation
- ◆ Lead Loyalist in its commitment to sustainable development goals, by promoting prudent and creative management of the College's social, economic and environmental resources

Promote Collaboration, Inclusiveness and Diversity

- ◆ Authentically engage the Loyalist community to create working and

learning environments that foster a culture of belonging and shared vision

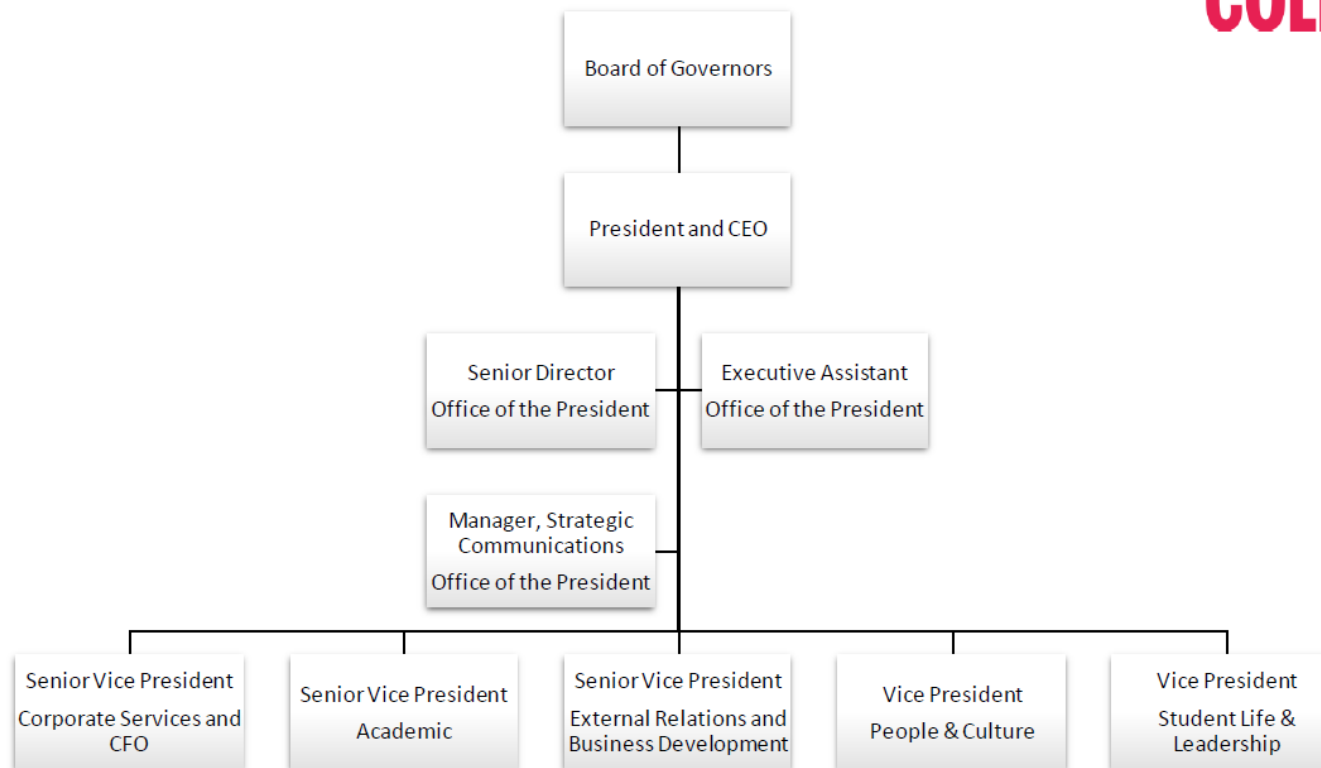
- ◆ Lead the strategy to diversify Loyalist's student population, to ensure sustainable enrolment numbers

Ensure Operational Effectiveness

- ◆ Lead, empower and leverage the strength of the senior leadership team to promote innovation, student success and collegial relationships within the College.
- ◆ Lead and model commitment to operational efficiency and effectiveness by ensuring that resources are deployed to support senior leadership in the execution of College priorities.
- ◆ Ensure human resources are valued and acknowledged for their formal and informal leadership and commitment to Loyalist's values.
- ◆ Role model principles of transparency, integrity, and respect in all administrative matters.

Organizational Chart

Office of the President and Senior Leadership Organizational Chart August 2022



Ideal Candidate Profile

Experience and Qualifications

The next President and CEO will possess:

- ◆ A doctoral (PhD) or terminal degree preferred.
- ◆ College experience would be an asset.
- ◆ Successful senior leadership experience in a post-secondary or similarly complex, multi-stakeholder organization, including experience in strategic planning, financial planning and management, external and government relations, fundraising, and individual and organizational development.
- ◆ A demonstrated track record of innovation and strong engagement and partnerships within the community.
- ◆ A demonstrated commitment to ensuring academic excellence, and a passion for teaching, learning, and applied research.
- ◆ Experience in or an appreciation for operating within a collegial governance structure and unionized environment.
- ◆ A demonstrated commitment to equity, diversity and inclusion.
- ◆ Experience developing, fostering, enhancing and maintaining strong relationships and partnerships with community, industry, government, funding bodies and other institutions locally, nationally, and internationally.

Competencies and Personal Attributes

Strategic Leadership

You are an empowering leader who articulates a clear vision, identifies long-term, future goals and challenges your leadership team to constantly improve and grow. An approachable, collegial and passionate leader, you create an environment that enables people to develop and achieve their goals. You think holistically, develop strategic opportunities, assess, articulate and communicate to faculty, staff, students and alumni how decisions are made to advance the academic mission, the student experience and overall success of Loyalist. You are financially astute and approach fiscal and risk management from a disciplined perspective, ensuring sound decision-making, and effective and efficient resource allocation in accordance with Loyalist's strategic direction and long-term financial sustainability.

Collaborative Relationship Builder and Champion

You have a highly collaborative style, excellent communication skills, and the ability to inspire faculty, staff and students. You value relationships within, across, and outside the College and actively build and maintain relationships that support the College's goals. You have demonstrated skills in engaging in meaningful consultation and active listening and working toward consensus. Externally, you are community-minded and build and foster partnerships that connect the College with community, government, corporate and academic partners. Internally, you encourage interdisciplinarity and collaboration across faculties and among students, faculty and staff. You allocate time and effort to understanding and meeting the needs of internal and external stakeholders and are a compelling advocate who proudly champions Loyalist to all stakeholders. As an active and visible spokesperson, you are comfortable being a pillar of the College, as well as effectively navigating the political environment at the local, regional, provincial and federal levels.

Innovative and Change Leadership

You lead with a spirit of innovation and collaboration and have a proven ability to lead institutional change. You envision possibilities and mobilize people to realize them. You are energized by diverse ideas, thoughts and perspectives, and have a demonstrated ability to inspire others to excel. You have the courage to support innovative thinking across Loyalist College and are able to foster and lead within a culture that is nimble in how it adapts and changes. You are optimistic and can effectively invite and engage others in pursuing possibilities. You value openness, accountability, and are committed to building trust and collegiality within the College.

Commitment to Student Success

You have a passion for enabling students to learn, grow, and develop, and can authentically connect with students. You embrace and champion Loyalist's culture of inclusivity and its student-focused values. You respect active student engagement and foster a culture within which all student voices are encouraged and heard. As a visible leader, you actively participate in student life on campus and challenge students to become leaders as local and global citizens. You are driven to employ current best practice to foster an environment in which students thrive.

Authentic and Inclusive Leadership Committed to Loyalist's Values

You are a transparent, ethical leader with strong integrity. You are genuine, thoughtful and inclusive and lead by example with a transformational and collaborative approach. You have a strong commitment to increasing

accessibility, equity and diversity with the ability to promote an inclusive climate wherein every member of the community feels validated and accepted. You consistently apply a sense of fairness and commitment to considering and including a broad range of perspectives, world views, and knowledges. You believe in the value of community within a post-secondary context and have the ability to foster and enable a culture of community at Loyalist. You have a sense of purpose that aligns with Loyalist's values of Caring, Creating, Engaging, Inclusive, and Accountable.



Living in Belleville, Ontario

The City of Belleville is nestled in Southern Ontario on Lake Ontario and home to approximately 55,000 people. It is conveniently located between Toronto and Ottawa, with a total drive time of two hours to Toronto and three hours to Ottawa. It is the perfect mix of that small town feel with all the amenities afforded by life in a big city.

There are so many things to do and see in Belleville during any season. From Dragon boat racing and outdoor concerts in the Summer, Apple picking and wine tours in the fall, and ice fishing and skiing in the winter, there is something for everyone.

There are lots of options for dining out, ranging from quick and convenient to gourmet and international cuisine for every taste, including Thai, Italian, Greek, French, Vietnamese, Chinese, Indian, Himalayan, Korean and Japanese. Snack on pub fare, or fill your boots at one of the area's generous all-you-can-eat buffets. The region also boasts an abundance of farm-to-table options with fresh produce and home preserves at open-air farmers' markets in Belleville's Market Square and on the Trent River waterfront, as well as at roadside stands dotting the landscape in Prince Edward County.

Loyalist College sits on the border between Belleville and Quinte West, just north of Prince Edward County. These scenic waterfront regions are tucked in among agricultural producers and some of the province's hottest tourist destinations. The result is a unique place that combines the convenience of big-city living with small-town warmth.

There are many options when it comes to schooling in the Bay of Quinte Region, ranging from public, private, and Catholic schools from kindergarten to grade twelve. There is a total of 40 elementary schools and 12 secondary



schools, making it easy to find the best school for your family. The Quinte Region is also home to four hospitals, Belleville General Hospital being the largest with 192 beds and 24-hour emergency services.

There's plenty to do in every season, whether you like extreme watersports, snowboarding or just strolling on the Waterfront Trail. Across the Bay of Quinte you'll find Sandbanks Provincial Park, the world's largest freshwater sand bar and dune system and one of the most beautiful beaches in Ontario. Come to swim, sunbathe, windsurf, wakeboard, waterski, sail, canoe or kayak. Winter is full of frosty activity with snowmobiling trails, tobogganing, outdoor skating and ice fishing on the Bay of Quinte. For those who like downhill sports, Loyalist is just 20 minutes from the Batawa Ski Hill.

Indoor activities happen on a regular basis at Belleville's newly expanded Quinte Sports & Wellness Centre. It boasts three pools, an indoor track and hundreds of fitness and recreational programs. In addition, the Centre houses four NHL-sized ice rinks, including the CAA Arena, home of the American Hockey League's (AHL) Belleville Senators.

There are many artists' studios and galleries to visit, and a Studio Tour each fall. You'll also find a lively performing arts scene with professional and community theatre, as well as indoor and outdoor concert venues. Tour the local orchards and vineyards, or check out the Cheddar & Ale Trail, featuring the best of local cheese, craft beer and apple cider. Local museums are rich in local heritage, celebrating Loyalist history in the heyday of the Barley Days.

To find out more about this beautiful city, we recommend the following websites:

- ◆ <http://www.city.belleville.on.ca/>
- ◆ <http://bayofquinte.ca/living/>
- ◆ <http://prince-edward-county.com/>
- ◆ <http://www.downtownbelleville.ca/>
- ◆ <https://quintewest.ca/>

Deciding to Become a Candidate

The following is a list of the steps that we anticipate in this recruiting assignment. We would also like to bring to your attention several key issues we would recommend you consider as you navigate the search process.

Interview with KBRS

As we receive the resumes of candidates who express interest in the position, we compare them against the key selection criteria set by the Presidential Search Committee and also against the backgrounds of other candidates. We then arrange to speak with, and/or meet with, candidates whose experience and qualifications are closest to those articulated in the ideal candidate profile.

In our initial interview with you, we will seek to understand more about your background, qualifications, experience and your interest in the position. As you move forward in the search process, we will ask you to consider the following information that will ultimately be important to your decision.

Terms of an Appointment – Please consider issues related to compensation, benefits, etc.

Relocation – 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. If a physical move will ultimately prove unacceptable to you, please determine that at this stage.

Alignment – Please consider the alignment of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered about the position and the organization before deciding to pursue this role, please let us know. If needed, we will attempt to arrange a conversation between you and our client to get you the answers you need to make a well-informed decision.

Considerations for International Candidates – If you are an International or Temporary Foreign Worker, in addition to applying for this position, you may want to explore the Government of Canada's website to learn more about *Working in Canada*.

The goal of considering all this information is to help you make an informed decision as soon as possible as to whether or not you are seriously interested in this position. In fairness to everyone concerned, please do not proceed further with this process if you think you are unlikely to accept the position should it be offered to you. We will ask our client to extend to you the same

courtesy.

Interviews with our Client

The Presidential Search Committee will consider all candidates and ultimately will invite a small group forward. Typically, this next step is an interview with the Committee. Often, we attend these meetings as well. The Presidential Search Committee for the President and CEO at Loyalist is chaired by the Chair of the Board of Governors and includes other representatives from the Board of Governors, as well as representation from academic leadership, staff and faculty. For more details on the Committee members, please visit loyalistcollege.com/presidentialsearch.

If there is a desire to move forward with your candidacy after the initial interview with the Presidential Search Committee, you will be invited for further conversations with the Committee and possibly some key members of the community. The format and nature of these conversations will be developed to allow you to learn more about Loyalist College, to allow the Committee to invite feedback on your candidacy and to begin to set the conditions for successful integration for the next President and CEO. The Committee commits to respecting the confidentiality of your interest throughout this process.

Shortly after these conversations, if both you and the Presidential Search Committee feel there is alignment, the Board of Governors will receive a recommendation. If the recommendation is approved, the Board Chair will then work out mutually acceptable terms of your employment and reach an agreement subject to Loyalist College being satisfied with reference checks.

Loyalist is committed to promoting a diverse and inclusive college community. We encourage and welcome applications from marginalized and equity seeking groups. Loyalist is committed to accommodating applicants with disabilities throughout the hiring process, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA). This document is available in alternate formats upon request.

Reference Checks

After your initial interview with the client, if both you and the client wish to proceed further, we would like to speak to references of our choice who represent 360-degree **working relationships** you have had for the past several years, whether supervisors, peers, or subordinates. We have an obligation to provide our clients with verified reference information and this may include personal information from specified and non-specified individuals. KBRS's

policy is to present to our client a minimum of three to six references before an offer is made.

Resume Accuracy/Background Checks

If you choose to be a candidate and progress to the interview stage, you will be asked to provide information to allow us to conduct a thorough background check inclusive of reference checks, verification of your education, designations obtained and awards received. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background, credit or criminal history, our client will be informed, and they will make a decision as to how to proceed with your candidacy.

KBRS respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at <https://www.kbrs.ca/privacy-policy>.

Etiquette Regarding an Offer

There are two issues that can arise at the stage of the offer and its acceptance. In both cases, we would like to know that you would honour two standards of professionalism:

- First, in the event that an offer is extended to you, 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, if you say you will accept the offer, your word is your bond and our Client can count on the fact that you will be joining them. Otherwise, please turn down the offer and withdraw as a candidate. We want our client 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 its offer. We realize from experience that candidates can sometimes have self-doubts and second thoughts after making the decision to change career direction. These feelings are common, and you are wise to anticipate they may arise.

If either or both of these conditions are unacceptable to you, please

let us know now, at the beginning.

Thank you for your interest in this position. We will do our best to keep you informed throughout the search process.

Should you have any questions regarding this opportunity, please contact:

- Katherine Frank, Partner
kfrank@kbrs.ca
- Lauren Wright, Executive Recruiter
lwright@kbrs.ca
- Chris Gibson, Senior Executive Search Coordinator
cgibson@kbrs.ca