About the Organization
Welcome to the Nova Scotia Community College (NSCC), one of Nova Scotia's largest and most diverse families. Each year, approximately 20,000 students choose to grow and learn with us. Magical things happen at NSCC and we think it's because education has power. It transforms individuals, families and communities in extraordinary ways.

NSCC makes things happen. We're growing the economy of Nova Scotia, we're producing highly skilled workers, and we're building communities. We are Nova Scotia's college.

Yesterday
NSCC was created by the Province in 1988, bringing 16 technology, vocational and upgrading institutions together under one umbrella. In 1992, two more campuses joined the College system from their respective School Boards, and in 1995 the former Nova Scotia Teacher's College became an NSCC site, bringing the total to 19 Campuses. Management of the campuses was shared between a regional coordinating office and the pre-existing site manager or campus Director. All corporate management and support functions of the College were delivered through the Community College Branch of the Department of Advanced Education & Job Training (later re-integrated into the Department of Education), or through other departments of the Provincial Government.

Acting on the recommendation of the Auditor General in 1993 that NSCC would be better able to function outside of government, the status of NSCC was changed. NSCC was then established as a post-secondary public education corporation under the authority of the *Community College Act of Nova Scotia* effective April 1, 1996. The Act provided for the creation of a Board of Governors that would fulfill the governance and accountability requirements of a publicly supported institution and NSCC became the provincial community college system it is today; serving Nova Scotia through its thirteen community campuses.

Today
NSCC is a comprehensive, post-secondary institution with a national reputation for providing applied education across five schools: Access, IT & Creative Industries, Business, Health & Human Services and Trades & Technology.

Graduates of NSCC work in virtually every sector; in health care, business, the arts, IT, scientific research, manufacturing and communications, geomatics – just to name a few.

The College is committed to economic development, partnerships and community building. As such, NSCC has emerged as a major economic driver of Nova Scotia. In fact, one of NSCC's greatest strengths is its ability to quickly and continuously develop and deliver new programming to meet the demands of industry. This flexibility is pivotal to the economic and social prosperity of the Province.

Another hallmark is NSCC's capacity to create outstanding opportunities for students. The College accepts and supports adult learners of all ages from diverse groups in communities throughout Nova Scotia. NSCC meets those students where they are and helps them reach their full potential in their studies, and in their lives.

"This is my second career. I retired from the military after 20 years. I came to the College as a Casual employee just to help out and I'm still here six years later. I guess because it's a friendly workplace and I like the variety of the work I get to do."

Lester Deviller
Building Services Assistant
IT Campus

Every day, NSCC produces innovative leaders who advance the Province's increasingly globalized economy. Through initiatives such as applied research, portfolio and service learning, NSCC develops citizens with strong personal visions of what they might accomplish in their communities and in the world.

Each year, about 20,000 students pursue learning opportunities at NSCC learning centres or online. That's nearly 11,000 learners enrolled in certificate, diploma and advanced diploma programs, as well as learners who will access apprenticeship, continuing education, undeclared credits, or customized training throughout the academic year.

NSCC is a modern comprehensive community college that has established itself as Canada's Portfolio College. This unique foundation is the base from which NSCC delivers educational opportunities that are responsive, value-based and keenly honed to the skills their learners need to enter the workplace.

NSCC's five academic schools offer over 130 diverse and fascinating programs. Our programs offer a multitude of practical learning options including such things as: work terms, cooperative education, and apprenticeship. And for many of our programs, we have formal agreements with universities and other post-secondary institutions that will recognize and provide credit to NSCC students who want to continue their studies elsewhere.

The College, with seventeen campuses and learning centres across the Province and a vibrant eCampus, is responsible for enhancing the economic and social wellbeing of Nova Scotia by meeting the occupational training requirements of the population and the labour market. NSCC will be a key driver in meeting the imperative of the ONE Nova Scotia Report and 10 Year Collaborative Action Plan.

Our Mission, Vision, Promise and Values

Our Mission
Building Nova Scotia's economy and quality of life through education and innovation.

Our Vision
Transforming Nova Scotia one learner at a time.

Our Promise
To empower those who strive to know more, do more, be more.

Our Values
NSCC's values rest at the core of what we do and how we do it. We hold ourselves accountable for the embodiment of these values in our work together every day.

Accessibility
We commit to opening pathways and providing equitable opportunities for students to engage fully in our programs and services.

Diversity
We are intentional in our efforts to build diversity as a core strength. We recognize diversity of knowledge, worldview and experience as an asset and a key driver of success in advancing innovation, creativity and excellence.

"Although NSCC is a large organization with many different locations, departments and divisions; it doesn't have a "corporate" feel about it. It is a familiar and friendly environment where I'm just as likely to have the President say "hi" to me in the hallway as I am anyone else."

Marie Dutka
Faculty, Information Technology - IT Campus

Employee Success
We believe that engaged people make the difference in our environment of continuous learning. Teamwork and creativity are encouraged, and innovation is expected to ensure the success of our students and our organization.

Inclusion
We are committed to creating a culture of genuine inclusion that is free from discrimination and harassment and where our students, employees and the communities we serve are treated with fairness, dignity and respect.

Innovation
We believe there is always a better way. We find it by inspiring curiosity, openness and creativity in the pursuit of excellence.

Public Accountability
We work with integrity in every area of the College and believe we must be fundamentally accountable

for the public's trust in all that we do.

Safety
NSCC is dedicated to ensuring the health and safety of our students and employees. We are committed to working collaboratively to foster a culture of safety, and to improving safety practices, across the organization.

Student Success
We empower students with applied learning, services and supports to propel them on their way to career success and fulfillment.

Sustainability
We commit to the continuous development of the social, economic, cultural and environmental sustainability of the College and our communities.

For more information about NSCC, please visit us online at www.nscc.ca.

About the Campus and Communities Portfolio

The Campuses and Communities portfolio was created just over two years ago. It was created to honor the critical work of our campuses and the Principals who lead academic delivery excellence across our 17 locations province-wide. It provides Principals with a dedicated voice at the Executive table to represent the bilateral of campus to college and college to campus and to facilitate the unique relationship that exists between the two. The portfolio also strengthens the symbiotic relationship between Academic *(planning and development)* and campuses *(delivery)* and has the VP Campuses & Communities and the VP Academic working in close partnership; creating and fostering forums for this collaboration to occur.

Our campuses play a vital role in each of the communities they serve. Campus Principals are responsible for building community within their local catchment areas. As the senior leader, Principals build community both from the College out and from the community in. This portfolio serves to support Principals in that important outward facing role; from helping to make internal and external connections, to assessing partnerships against College goals and priorities and plays a leadership role in College-level external relations initiatives.

"NSCC is such a great place to work because you're part of a team. Everything you do is part of something bigger. I'm not by myself; I can ask questions and can ask for help. You have to be a team player to work here because that's just how we work here. NSCC becomes like a family."

Sophie Hoeg
Administrative Assistant, School of
Business - Truro Campus

About the Role of Vice President

Overview
The Vice President Campuses and Communities is part of a five-member Executive team responsible for the leadership of NSCC. The Executive of NSCC operates in a collaborative, shared leadership model where they are collectively responsible for all aspect of running the College. This position intersects with each VP portfolio as the work of each VP's vertical is operationalized through our campus network.

The Vice President has ultimate oversite for delivery excellence of academic programming for all lines of business across our 17 campuses and learning centres. The VP works with each Principal to establish a vision for the sustainable future of each campus; a future that aligns with College strategic objectives, our mission and the economic and social imperatives of the communities the campus serves. The VP and Principals establish campus performance metrics and hold campuses accountable for meeting them.

Academic delivery excellence is predicated on a close connection between Academic and campuses. The Vice President Campuses & Communities maintains a close partnership with the Vice President Academic. Through forums like the Joint Leadership Team which includes Principals, Deans and other members of the Academic Leadership Team; this critical collaboration is fostered.

The VP fosters a cohesive Principal team with a shared voice and shared priorities that are College-focused; ensuring balance between what is required to ensure consistency of practice and the unique culture of each campus community. As the key conduit that keeps campuses and College connected; the VP ensures the voice of the campuses is heard and considered in the development of key policies, procedures and initiatives. And College strategic and business objectives disseminate from the VP to campuses to be operationalized and measured.

The Vice President is the Executive link to the campus with a strong connection to each campus management team. This relationship is key to overcoming any perceived distance that could exist between central services and campus operations. The Vice President is an escalation point on issues that flow through the Principal. They provide clarity and advice on escalated matters relating to HR, student and other operational issues.

The Vice President's office plays a lead role in coordinating the College's leadership forums: Executive Team (President and VPs), Executive Council (VPs), Senior Leadership Forum (Deans, Directors and Principals) and College Leadership Forum (College managers). Through this work, the VP has an institutional role to continuously build our strength in effective organizational communication flow; building capacity in how information flows across the organization upward, downward, horizontally and diagonally.

At NSCC, the VPs and the President collectively engage our Board of Governors. The VP is a thought leader and a thought partner in how we work with our Board. The Vice President Campuses and Communities attends all Board and Executive Committee meetings.

nscc

Communities is a large part of the Vice President's portfolio. This work is done primarily with and through campus Principals. The Vice President inspires, mentors, empowers and holds Principals accountable for their important work in the communities they serve. The Vice President plays a leadership role operationalizing College fundraising initiatives like the Make Way campaign and provincial mandates like Engage Nova Scotia.

Overarching Qualities of an NSCC Leader

These qualities represent what is highly desirable from a characteristic and competency perspective in an NSCC senior leader. They will form the basis for selection as we move through this search process.

Leadership Philosophy

Without a doubt, the Vice President Campuses and Communities must exhibit the characteristics consistent with contemporary leadership and be someone who believes in their core that leadership is shared across all areas and at all levels of the College. There are times when the Vice President will lead and there are times when they will follow; the successful candidate understands this and is equally comfortable in both roles. It is imperative that the individual assuming this role has the ability to inspire the people with whom they come in contact. Exhibiting natural leadership in an appropriate manner for a given situation is a critical factor. Keen and insightful judgment is fundamental. Visible leadership must be exhibited both internally and externally; with a clear emphasis on establishing new strategic partnerships and strengthening existing ones.

"This is the most supportive work environment I've ever been a part of. I know it sounds cliché but it feels like a family. You get to know a lot of people. The work environment feels like a community. Even in a situation where you might feel overwhelmed, there's a lot of support systems available to you. There is so much support; much more than other work environments I've experienced."

Chris Murdoch
Student Recruitment Coordinator - Student Recruitment, Recruitment and Admissions

Learning Focus

The next Vice President Campuses and Communities appreciates that Portfolio Learning is the umbrella for NSCC'S philosophy of learning. A philosophy which believes learning occurs in a social context of interactivity, reflection, self-assessment and community. A philosophy which understands that learners begin at different points, learn at different rates, in different ways and are assisted by different advisors at various times throughout their journeys.

The Vice President brings to NSCC the exuberant belief in the value of a learning centered organization:

- *An organization that acquires knowledge and innovates fast enough to thrive in rapidly changing environments*
- *A culture that encourages and supports continuous learning, critical thinking and risk taking*
- *One that allows mistakes and values employee, student and stakeholder contributions*
- *Where people learn from experience and experiment*
- *And where knowledge is disseminated throughout for incorporation into day-to-day activities.*

Understanding all that makes up 'learning' is critical to success as a leader within this organization. NSCC

leaders not only believe in this approach but embody it as demonstrated by their personal growth and workplace focus. In the final analysis, the Vice President is absolutely passionate about applied learning and community college education with a body of work that reflects total integration with that passion.

Innovation

NSCC has been a leader in the field of education in Canada, and the Vice President Campuses and Communities must be committed to fostering this leadership role. Innovative solutions to existing problems will be the order of the day, as will solutions designed to pre-empt problems not yet identified. Using their credibility as a leader and their belief in innovation, the Vice President will drive to place NSCC well in front of its competitors while delivering the very best student experience possible. By focusing on innovation, they will be able to deliver a higher level of service to both the student body and partners of the College.

Communication

Superb communication skills are an absolute pre-requisite for this role. The ability to engage a wide variety of people and the ability to be visible throughout the organization are skills the new Vice President simply must have. They are someone who is a skilled communicator; excelling in both listening actively and speaking effectively. This ability to communicate effectively needs to be supported by a high energy level and an extremely positive attitude. This role requires someone with a can-do attitude who revels in working with and through people. At core, they are a collaborator who relishes operating in an integrated model.

Bias for Action and Results

In many academic settings the emphasis is primarily on process. At NSCC we strive for a healthy balance between process and results. We absolutely respect process and recognize that rushing an initiative without the appropriate research, planning, collaboration and consultation negatively impacts the outcome. But NSCC has moved ahead due to its bias for action. The Vice President Campuses and Communities understands the importance of process and balances that with a strong action orientation. Ultimately, getting things done in a timely manner is a cornerstone to the behavior of senior leadership at the College. This also requires the Vice President to have a significant capacity for work, as there are never enough hours in the day to do all that needs to be done. Embracing such accountability measures as the Balanced Scorecard along with Key Performance Indicators are necessary to keep the agenda moving.

Values and Vision

The Vice President Campuses and Communities must continue to execute on the current vision but must bring the ability to engage those in the College in the development of new directions. The natural capability to dream of what might be, and execute on what is, sets the Vice President apart from others. It is a mighty charge. Our College community is diverse and requires of the Vice President the ability to assess what is working now, the vision to imagine what the future could be and the nimbleness to walk between the two.

Strong and obvious values will be the ultimate driving force of the Vice President Campuses and Communities. While other factors impact the decision making and behavior of people, it is values which are the true compass. They will have a set of steely values which have guided their professional lives and

by which they are known. Having these congruent with the mission and values of the College will be the greatest assurance of success.
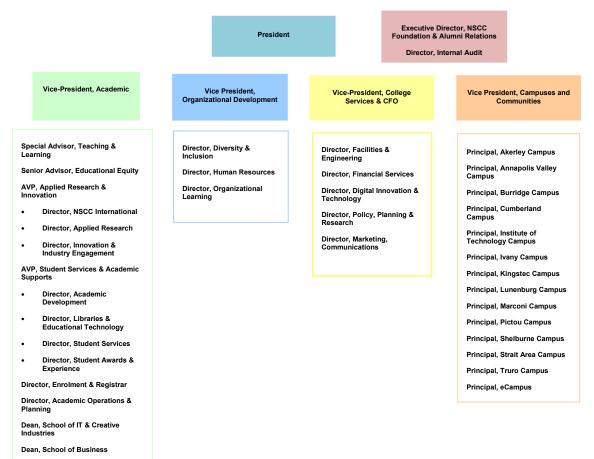
There are a myriad of other factors that come into play in making a decision to hire a Vice President Campuses and Communities but the six qualities stated above will be the template by which all candidates will be assessed.

Organizational Structure

President

Executive Director, NSCC Foundation & Alumni Relations

Director, Internal Audit

Vice-President, Academic

Vice President, Organizational Development

Vice-President, College Services & CFO

Vice President, Campuses and Communities

Vice-President, Academic

- Special Advisor, Teaching & Learning
- Senior Advisor, Educational Equity
- AVP, Applied Research & Innovation
  - Director, NSCC International
  - Director, Applied Research
  - Director, Innovation & Industry Engagement
- AVP, Student Services & Academic Supports
  - Director, Academic Development
  - Director, Libraries & Educational Technology
  - Director, Student Services
  - Director, Student Awards & Experience
- Director, Enrolment & Registrar
- Director, Academic Operations & Planning
- Dean, School of IT & Creative Industries
- Dean, School of Business
- Dean, School of Health & Human Services
- Dean, School of Trades & Technology
- Dean, School of Access

Vice President, Organizational Development

- Director, Diversity & Inclusion
- Director, Human Resources
- Director, Organizational Learning

Vice-President, College Services & CFO

- Director, Facilities & Engineering
- Director, Financial Services
- Director, Digital Innovation & Technology
- Director, Policy, Planning & Research
- Director, Marketing, Communications

Vice President, Campuses and Communities

- Principal, Akerley Campus
- Principal, Annapolis Valley Campus
- Principal, Burridge Campus
- Principal, Cumberland Campus
- Principal, Institute of Technology Campus
- Principal, Ivany Campus
- Principal, Kingstec Campus
- Principal, Lunenburg Campus
- Principal, Marconi Campus
- Principal, Pictou Campus
- Principal, Shelburne Campus
- Principal, Strait Area Campus
- Principal, Truro Campus
- Principal, eCampus

Key Selection Criteria

Education:
- A graduate degree or a relevant combination of education, professional development and extensive occupational experience.

Experience:
- Seven to ten years of relevant occupational experience in a senior/executive leadership position within a distributed model.
- Leadership of a geographically distributed team and a matrix model; preferably in a unionized environment. The Vice President has lived a regional delivery model and intuitively knows how to leverage it effectively.
- With a natural propensity for continuous improvement; the VP has a proven track record of establishing performance metrics and nurturing others to meet performance targets within a competitive marketplace.
- Previous experience establishing and fostering systemic communication networks (formal and informal) within a complex, matrix model.
- Extensive experience leading external relations/community development initiatives including working in partnership with economic and social development, educational, community, government and industry leaders.
- Demonstrates strong cultural proficiency and experience working with diverse populations.
- Experience in post-secondary operations with a focus on delivery excellence would be considered an asset.

One of the best things about NSCC is the students who come and are truly interested in their trade. They can flourish here. It's a safe and respectful environment. There's no judgment here. I'm here to help people fulfill their dreams. And this place enables me to do that."

Bruce Ward
Faculty, School of Trades & Technology - Kingstec Campus

Competencies:
- Demonstrated knowledge of the principles of adult education and dedication to student success.
- Understands and appreciates an urban-rural dichotomy and the economic and social diversity of the province within the context of a dispersed organization model.
- Understands the student and staff experience on a campus and brings that lens to everything they do.
- Demonstrated intellectual curiosity. The VP is naturally inquisitive; consistently asking questions to learn more and do better.
- With a natural process orientation, the Vice President is able to lead complex, college-wide processes that are in support of a learning-centred college.
- Excellent analytical and problem-solving skills with demonstrated creativity in idea generation and solution implementation. Able to leverage research and market insight to drive innovation and competitive advantage. Creative, yet meticulously detail oriented with a sense of craftsmanship; the Vice President thinks big, starts small, and grows fast.
- Ability to work with limited direction, usually within a complex and ever-changing environment, to drive delivery of solutions and meet College objectives.

- Demonstrated knowledge of human resource management principles with the ability to create an engaging, inclusive and effective working environment for teams through effective hiring, orientation, development, and mentorship.
- Able to lead through organizational change and ambiguity. The VP has strength and knowledge in change management philosophies and models and can effectively coach others in leading teams through organizational change.
- Ability to influence, facilitate, negotiate and manage multiple stakeholders with various and sometimes conflicting interests to achieve a cohesive and quality approach to delivery excellence that meets organizational and College objectives.
- Strategic thinker with strong hands-on leadership skills and the ability to inspire and influence others. Well respected and sought after by executive leadership, peers and direct reports. Reputation for being a collaborative thought partner and leader, skilled at leveraging formal and informal networks within the organization.
- The VP is confident enough to not have to come with all the answers but can engage, gather and assess input from a number of sources to make an informed decision. This VP has the courage to make decisions in the best interest of the College's mission and vision. A track record of demonstrated values-based decision making and follow through coupled with compassion and transparent communications.
- Demonstrated fiscal accountability with proven ability to effectively manage an operating budget.
- Although the ability to establish and maintain effective, respectful relationships is a prerequisite for all senior leadership roles, for this Vice President position it is absolutely critical. Every accountability of this VP portfolio is delivered with and through people. Only an individual with superior relationship building skill and the ability to manage through influence can be successful in this role.
- Excellent communication skills (written and verbal) and ability to translate complex information into comprehensive and concise objectives. Must have ability to communicate concepts to audiences within all levels of an organization.
- Demonstrated technology savvy and information management skills.

Key Success Factors

The key factors below represent broadly, what success looks like in the Vice President Campuses and Communities role within the first five years:

Year One
- You truly understand the organization; our culture; our stakeholders.
- You have established deep and mutually respectful relationships across all areas of the College.
- You understand and appreciate the economic drivers, social imperatives and opportunities for our campuses in the communities they serve.
- You understand the strategic direction of the College and what the college needs from our campuses to deliver on our strategies.
- You have initiated conversations with key stakeholders about creating a vision for our campuses that will inform your five-year plan.
- Your vision is absolutely focused on the needs of industry, community (local and provincial) and stakeholders and will contribute to the development of all our campuses.

- Through consultation and by working collaboratively, you are solidifying support for your vision across the College and within our Academic Schools.
- Campus Principals are aligned with your vision and the strategic priorities of the College.
- You and the VP Academic are working collaboratively with shared leadership between our academic schools and our campuses/learning centres.
- You have established a local presence and are known by campuses and the communities they serve.
- You have established trusting relationships with your Executive team members and are adding value to the shared leadership of the College.
- You have established a brand with our Board of Governors; you are known and trusted by its members.
- Conversations initiated in year one have surfaced some early areas of focus that are shaping into action.
- People are seeing and beginning to live the vision for the future and are inspired by its possibilities.

Year Three
- Your actions in the first two years are showing demonstrative signs of strengthening our campus operations.
- Processes and systems initiated in years one and two are enabling a greater level of organizational transparency, efficiency, consistency, and effectiveness.
- Industry is reporting increased access to programming directly tied to workforce needs.
- Our senior leaders (Principals, Deans and Directors) are working collaboratively; managing their priorities together; each with distinct, yet complimentary roles.
- Our College managers are working together in more collaborative ways.
- Your vision has developed into a plan for what we will build together; what it looks like for each campus and what it looks like across the College. With the Principals, you have carved out the work of each site, the unique niche they hold and pinpoints NSCC's instrumental role in Nova Scotia's rural development.
- All campuses are high performing and high functioning; contributing to College priorities with teams firmly established and firing on all cylinders.

Year Five
- All campuses are strong and have identified their niche aligned with provincial economic and social development strategies.
- Campuses are aligned with provincial strategy and are large cogs in the wheel of economic and social development.

About the Location

This position is located in Halifax, Nova Scotia

Welcome to Halifax Regional Municipality (HRM)
Occupying a unique position on Canada's East Coast, Halifax is the centre of business and cultural activity in the region. With incredible access to travel and culture, a highly educated and productive workforce, and a young and growing population, HRM is one of the most attractive locations east of Montreal in which to do business. Living in Canada's "Smart City" allows you to experience a singularly exceptional lifestyle!

HRM plays an essential role in the economic development of the North Atlantic seaboard. It fosters a flourishing offshore industry, groundbreaking life sciences research and development and a wealth of business opportunities. A mix of sectors will play a major role in the development of HRM: Financial Services; Halifax Gateway; Aerospace, Defense and Government Services; Advanced Manufacturing; Energy; Environmental Industries; ICT and Life Sciences. Ranked as first among mid-sized cities in North America in overall cost competitiveness, HRM is the economic leader in the region with the resource, labour force and cost advantages to attract high profile business.

The cultural, environmental, and creative sides of HRM are what make the city truly one-of-a-kind teamed with a young, culturally aware and educated residents. In addition, HRM boasts a vibrant cultural atmosphere that produces spectacular productions at the Neptune Theatre, breathtaking exhibits and interactive displays at HRM's museums and art galleries, and world-famous musicians.

Throughout the year, a broad range of international festivals and events bring visitors from all over the globe to HRM, such as the Atlantic Film Festival, the Atlantic Jazz Festival, the Halifax International

Buskerfest, the Canadian University Basketball Championships, the Tall Ships Festival, the Nova Scotia International Tattoo and most recently, the Canada Games.

There are also endless adventures to be had while kayaking, sailing, hiking, rock-climbing, skiing, whale watching and more – just thirty minutes from HRM.