



POSITION BRIEF

Vice President, Advancement



TABLE OF CONTENTS

The Opportunity.....	1
About Algonquin College.....	1
Additional Background & Resources	3
Fundraising and Alumni Engagement at Algonquin College	3
The Ideal Candidate	4
Key Areas of Responsibility.....	5
Qualifications and Competencies	7
Biography of the President & CEO	8
Organizational Structure.....	9
Living in the National Capital Region.....	10

FOR MORE INFORMATION

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of Algonquin College. For more information about this executive leadership opportunity, please contact Sylvie Battisti, Vice President, Search & Talent Management at algonquincollege@kcitalent.com. To apply, please send a resume and letter of interest to the email address above by **September 20, 2019**.

All inquiries and applications will be held in strict confidence.

Algonquin College values diversity and is an equal opportunity employer. We offer an inclusive work environment and encourage applications from all qualified individuals. If you are invited for an interview, please notify us of any particular adaptive measures you may require. Workplace accommodations are available.



Vice President, Advancement

Ottawa, Ontario

THE OPPORTUNITY

Algonquin College is seeking a seasoned advancement leader to join our team in the newly created position of **Vice President, Advancement**. The incumbent will lead the planning and implementation of a comprehensive fundraising plan that strategically and operationally supports the current priorities of the College. This will include a meaningful alumni engagement program with the goal of creating lifelong connections that help advance the mission and vision of Algonquin College.

Reporting to the President and serving as a member of the President's Executive Team, the Vice President, Advancement will provide strategic and operational leadership to a current team of 11 fundraising and support staff members, with the goal of growing this team in key functions over the next two years.

The Vice President will work closely with the President, the Executive Team and Leadership Team, as well as our volunteer Advancement Advisory Group, to shape the fundraising and alumni engagement strategy, while acting as a key advisor on all matters regarding donor and alumni relations as well as advancement communications and volunteer engagement. This portfolio includes the strategic development and oversight of all fundraising (including major campaigns), donor, volunteer and alumni engagement, Advancement services and Advancement communications for Algonquin College.

This is an excellent opportunity for a senior fundraising professional who is passionate about post-secondary education and who is inspired by our vision to be a global leader in personalized, digitally connected, experiential learning.

The position will be based at the Algonquin College Ottawa Campus.

ABOUT ALGONQUIN COLLEGE

The mission of Algonquin College is to transform hopes and dreams into lifelong success. As a leader in highly-customized digital education, Algonquin College has positioned itself in the Ontario College landscape as an institution driven by its core values of caring, learning, integrity, and respect.

Dedication to student success is Algonquin College's guiding principle and is demonstrated through the quality of its programs, the enthusiasm and commitment of its staff, the continual expansion of its facilities, and by the ongoing creation of strategic partnerships. Every action since the College was established has been to ensure students have access to the education and skills training required to launch a rewarding career in an ever-changing marketplace.

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 in 1957, and the Ontario Vocational Centre, established in 1965.

The College celebrates 52 years as a leader in post-secondary education that has undergone significant growth since its establishment and continues to grow today. As the only polytechnic institute in eastern Ontario, we currently offer more than 300 programs in multiple disciplines. Students study part-time, full-time, online, or in combination – choosing from degrees, diplomas, advanced diplomas, certificates and graduate certificates. We deliver numerous apprenticeship and technical trade options, providing employers with highly-skilled graduates to grow and sustain their operations.



Major expansion projects have recently been completed at all three Algonquin College Campuses. All-new facilities have been built at the Perth and Pembroke Campuses, and the Ottawa Campus now features a new and innovative [DARE District and Library](#).

With a formidable population of 22,000 full-time students that includes over 4,000 international students enrolled from over 100 countries, Algonquin College is an inclusive, diverse and welcoming community. Recent activity abroad includes projects in countries such as India, China, South Africa, Tanzania, and Montenegro.



Our community at Algonquin College is dedicated to doing its part to fulfil our obligations to the Truth and Reconciliation Commission 2015 report. We have underscored this commitment with the appointment of a Vice President of Truth, Reconciliation & Indigenization, the first such position at an Ontario college. There are currently 828 self-declared indigenous learners enrolled at the College.

Algonquin College is at the forefront of applied research in the National Capital Region. The College has several research centres (including the Applied Engineering Centre, Construction Research Centre, Design Centre, and Innovation & Entrepreneurship Centre) focusing on applying the latest knowledge and technologies in the creation of useful products, services and processes. Our projects involve prototype development, feasibility studies, clinical trials, technical consultation and market research for business, industry and community partners. We help deliver solutions to our industry partners, and provide our learners with exceptional work experience and career development.



A total of 1,465 full-time employees and 2,331 part-time employees currently work at Algonquin College. For the sixth year in a row, Algonquin College was named a National Capital Region Top Employer.

Strategic Plan

The College's 2017-2022 [Strategic Plan](#), 50+5, outlines five overarching strategic directions that will guide the College as we continue our mission of transforming hopes and dreams into lifelong success, and our vision to be a global leader in personalized, digitally connected, experiential learning: "We will be Learner Driven. We will focus on Innovation & Quality. We will stay connected. We will be sustainable. We will empower our people."

These five strategic directions guided the President and senior team as they set goals for the next five years and determined which measures of success would be the most telling and meaningful.

Our strategic plan 50+5 builds on Algonquin College's well-earned reputation as a leader in Ontario's world-renowned education system and gives us a solid framework for ensuring we continue to be leaders in the landscape of Canadian post-secondary education.

ALGONQUIN'S SUCCESS IN NUMBERS

- 90% of graduates have jobs within six months of graduation
- 96% of graduates would recommend Algonquin to others
- 92% of employers are happy with the quality of Algonquin College programs
- 10,301 students graduated last year
- 1,920 apprentices were trained in a new trade
- 1,200 students improved their literacy and basic skills
- 800 young people were placed in jobs through Job Connect/Employment Services on the Pembroke and Perth Campuses

ADDITIONAL BACKGROUND & RESOURCES

- For more information about Algonquin College: <https://www.algonquincollege.com/>
- Annual Report 2017-2018: <https://www.algonquincollege.com/reports/>
- Strategic Plan 2017-2022: <https://www.algonquincollege.com/strategicplan/files/2017/01/AlgonquinStrat2017-Pages.pdf>

FUNDRAISING AND ALUMNI ENGAGEMENT AT ALGONQUIN COLLEGE

Currently comprised of a group of talented and dedicated individuals (including six current permanent roles which will soon grow to a team of eleven), the Advancement team works collaboratively and diligently to raise funds, engage with alumni and support student success. Last year the team raised over \$2.5 million in new donations, gifts in kind and other contributions. As tangible and meaningful support for students is a major priority of the college, \$1.162 million was raised specifically for scholarships, bursaries and awards that supported 1,307 students in building their dreams, as well as the endowment fund supporting student success, which now totals over \$27 million.

Looking to the future, the development program at the College is brimming with potential for deeper alumni engagement and giving. With over 190,000 alumni, and adding 7,000 new alumni every year, there is vast opportunity to build meaningful and purposeful relationships that will enhance learning and teaching at the College now and in the future. Building on the existing individual and corporate partnership programs in place, there is clearly an opportunity for new investment and three key fundraising pillars have been identified that best support the evolving priorities of the College:

Student Experience: Scholarships, financial aid and support for specific student programs

Centres of Excellence: Funding for applied research aligned with academic priorities (ex. Indigenization, Entrepreneur and Social Innovation, Energy Management, Big Data/Cyber Security)

Program Support: Funding for new and ongoing academic program priorities including new or refurbished physical space or equipment needs

Also among the funding priorities is an upcoming special fundraising effort for Algonquin College's Film and Media Production program currently in design.

With over \$22M required for priority areas over the next three years, there is a focus on enhancing fundraising revenues at the College and plans are in development to build a more robust and integrated fundraising and alumni engagement program. A recent review of our Advancement activities and programs has been undertaken and a new comprehensive three-year Advancement Plan has recently been approved. The fundraising focus will be to build greater capacity for major gifts and to build momentum and expand reach, by broadening the scope of activities with individuals and corporate partners through principle/major giving, planned giving, annual giving, and special project fundraising.

From the Alumni Engagement perspective, the plan is focused on developing programs that present meaningful, mutually beneficial, alumni engagement opportunities, collaborating closely with academic and non academic colleagues. Part of this programming includes the Alumni of Distinction Awards Gala that has grown in notoriety and is now a signature event of the College.

These new exciting directions and investments in Fundraising and Alumni Engagement will allow Algonquin College to build enduring and mutually beneficial relationships with our various stakeholders that will strengthen the institution's reputation and inspire engagement and financial support for the College's priorities and areas of greatest need.

THE IDEAL CANDIDATE

The Vice President, Advancement will be a seasoned fundraising generalist with significant expertise and proven experience in major gifts, capital campaigns, annual giving, planned giving, corporate partnerships, and in delivering outstanding alumni engagement programs. A creative and innovative strategist, the ideal candidate will possess an entrepreneurial mindset, and the capacity to leverage multi-faceted fundraising and partnership opportunities.

With strong analytical, organizational and planning skills as well as a focus on efficiencies and outcomes, the Vice President will shape and develop our future advancement strategies and encourage best practice fundraising with discipline and accountability.

Personable and confident, the ideal candidate will be highly skilled at strategically building and fostering internal and external relationships, with genuine appreciation for the contributions of our donors, alumni, volunteers, staff and partners. Enthusiastically reaching out to the broader community and beyond, the Vice President will serve as an ambassador who links potential supporters to the College's institutional needs and players. Articulate and adept at communicating compelling narratives, the successful candidate will eagerly showcase and share stories of our students' success in an effort to elevate and transform giving and alumni engagement at Algonquin.

The Vice President will be an advocate for advancement and philanthropy within the College. Diplomatic and poised, the ideal candidate will display emotional intelligence, sound judgement and a strong work ethic, and will manage up, across, and down with tact, respect and a highly collaborative and authentic approach. The new incumbent will be comfortable with complexity and change, and will be patient with process, while working with academic leaders to define and promote the funding priorities fully aligned with the College's goals. The ideal candidate will have the proven ability to multitask and manage multiple competing priorities.

Warm, empathetic and accessible, the Vice President will ensure that team members feel supported, valued and recognized. Providing consistent and clear communication as well as the necessary resources, the successful candidate will promote collaboration and accountability, and will be an

inspirational coach who will guide our team in reaching their highest potential. Knowing when to step in and when to step away, the ideal candidate will lead the team in strategy, planning and implementation.

With a high degree of integrity and authentic commitment to our mandate, the Vice President will be aligned with our mission and vision, and will demonstrate our caring values and passion for student success.

KEY AREAS OF RESPONSIBILITY

1) Leadership and Strategic Vision (15%)

- Develops and drives the Advancement Plan of Algonquin College, working closely and collaboratively with all key stakeholders, internally and externally, to meet the College's aspirational goals and desired outcomes.
- Acts as both champion and advocate of Algonquin College's vision and strategic directions, purposefully positioning its fundraising strategies and alumni engagement opportunities in support of college priorities.

2) Corporate Management of Fundraising and Donor Relations (50%)

- Develops and delivers an ambitious fundraising program that includes major and principal gifts, annual giving and planned giving, and that supports the funding priorities identified in the Algonquin College Strategic Plan and that are integrated in the annual Business Plans.
- Manages the annual fundraising priority setting, ensuring the active involvement of all key internal stakeholders, and documenting the results for Executive Team review and approval.
- Directs and builds on the various fundraising initiatives for principal and major gifts, including prospect identification, qualification, cultivation and solicitation activities. This also includes managing the prospect clearance process at the College.
- Is the lead fundraiser for the principal gifts portfolio and also takes on select major gifts prospects. Engages the senior leadership team of the College in appropriate donor cultivation and solicitation.
- Oversees the volunteer engagement strategy, ensuring that volunteers are recruited and engaged as champions and active participants in different fundraising activities.
- Supports the Advancement Advisory Group, planning and organizing the meetings and overseeing follow through of their decisions and outcomes, ensuring the coordination and integration of their activities on behalf of Algonquin College.
- Takes the lead in managing key volunteer committees who act as a "Campaign Cabinet" for major fundraising efforts.
- Provides strategic input and oversight in the design and planning of a structured Annual Campaign program which includes campus-wide fundraising activities, alumni and friends participation along with regular smaller corporate and organizational donors through personalized approaches, mass solicitation strategies and fundraising events.
- Provides strategic input and oversight in the design and planning of a structured Planned Giving Program that will focus primarily on bequests with the objective, where appropriate, of building the endowment.
- Plays a leadership role in shaping the new Partnership Framework and the development of the overarching plan and management model. Provides ongoing strategic input to ensure the College can optimize its relationships with its partners and involves the Advancement Team to

assist with the management of the relationships and to support the fundraising opportunities that are identified.

- Oversees the implementation of the Donor Relations Plan that incorporates the recognition and stewardship activities of all donors and volunteers, including the design and management of all Naming Opportunities at the College.
- Develops, monitors and reports on the financial goals and results of all fundraising strategies, in line with the funding priorities of the College.

3) Alumni Engagement (15%)

- Develops and oversees a bidirectional and cohesive alumni engagement program that builds pride and inspires engagement through meaningful activities that help advance the mission and vision of Algonquin College.
- Regularly consults with key College stakeholders, volunteers, alumni and student leaders to encourage their involvement in alumni engagement activities, and build alignment and integration of efforts and activities.
- Develops, monitors and reports on metrics to monitor alumni participation, engagement, investment and impact that support the College's Strategic Plan and that are integrated in the annual Business Plans.
- Ensures the database is diligently managed and regularly updated, and that pertinent information is continually captured from the alumni, friends and student base.
- Oversees and builds on the volunteer engagement strategy, ensuring that volunteers are recruited and engaged as champions and are prepared to get actively involved in the different alumni engagement activities.
- Participates in key meetings of the Alumni & Friends Network Advisory Committee and encourages the creation of working groups around specific alumni engagement programming and events.
- Provides strategic input and oversight to ensure an integrated approach is taken to maximize the desired outcomes of the various events, reunions, key initiatives, programming and alumni benefits.
- Leads discussions with academic units to encourage their involvement in alumni engagement activities, ensuring alignment and integration of efforts and activities.
- Ensures the affinity partners and their offerings are well integrated and promoted and are managed, as appropriate, as part of the Partnership Framework of the College.

4) Team Leadership and Advancement Services (10%)

- Provides strategic direction and leadership to the Advancement Department team and, in conjunction with unit Managers, oversees all aspects of staffing including recruitment, onboarding, training, coaching and performance management.
- Provides strategic input and oversees the efficiency and effectiveness of the Advancement Department through the various advancement services supporting fundraising and alumni engagement activities.
- Works closely with the Finance, Instructional Technology and Human Resources Departments, along with external legal counsel in all matters related to fundraising and alumni engagement.
- Plans, prepares, and administers the Department's budget. Leads and collaborates with the Finance Department on all fundraising-related financial reports and ensures the appropriate support is provided for financial audits and reporting.

5) Advancement Communications and Representation (10%)

- Serves as the primary spokesperson and College representative for the Advancement Department.
- Develops and oversees an integrated communications strategy and plan for Advancement to offer meaningful communications with alumni that support the fundraising strategies, collaborating with key College stakeholders to ensure alignment with the College brand and communications strategy.
- Oversees the development of all communications and marketing materials that support fundraising and alumni engagement programs, including a dynamic and compelling case for support based on current fundraising priorities.
- Participates in various professional associations related to Advancement to stay current on industry trends and best practices as well as changes in government charitable regulations.
- Represents Algonquin College in the philanthropic marketplace and takes on speaking engagements as appropriate.

QUALIFICATIONS AND COMPETENCIES

- A minimum of 13 years of progressive leadership in a similar role leading fundraising programs and campaigns, alumni engagement programs, community development and/or stakeholder relations.
- A Master's Degree. An acceptable combination of education and extensive experience may be considered.
- An accomplished leader with an executive-level presence.
- Excellent oral and written communications skills with the ability to influence, inspire, and engage key stakeholders, both internally and externally.
- Ability to build and maintain productive and successful relationships with individuals representing a large, diverse group of stakeholders.
- A proven track record of successfully soliciting major and principal gifts.
- Demonstrated ability to manage human and fiscal resources including the development/evaluation of business plans, budgets, and reporting.
- Knowledge and experience working with advancement and fundraising databases, systems and processes.
- Ability to direct and manage numerous projects simultaneously and sometimes competing priorities in a fast-paced and evolving environment.
- Familiarity and adherence to Imagine Canada Standards program and Association of Fundraising Professional Code of Ethics.
- A Certified Fund Raising Executive (CFRE) designation and a Canadian Association of Gift Planner Certificate will be considered an asset.

BIOGRAPHY

Claude Brulé

President & Chief Executive Officer



Claude Brulé is Algonquin College's ninth President and Chief Executive Officer.

Prior to taking on this leadership role in August 2019, Claude served as the College's Senior Vice President Academic (2012-2019).

As Senior Vice President, Academic, Claude was responsible for the academic institutes, schools, faculties, and associated services. He has provided leadership to the advancement of digital learning through initiatives such as Bring-Your-Own-Device (BYOD), as well as e-text and other digital resources. He also guided the development of the College's Learner Driven Plan – which will reimagine personalized learning at the College as well as a new 14-week term model being launched in September 2019.

Claude has served the College at nearly every level of its leadership team. Prior to his roles on the Algonquin College Executive Team, he was the Dean of the Faculty of Technology and Trades at Algonquin College (2007-2012), responsible for the School of Advanced Technology, the Algonquin Centre for Construction Excellence, and the Heritage Institute, a rural campus in Perth, Ontario.

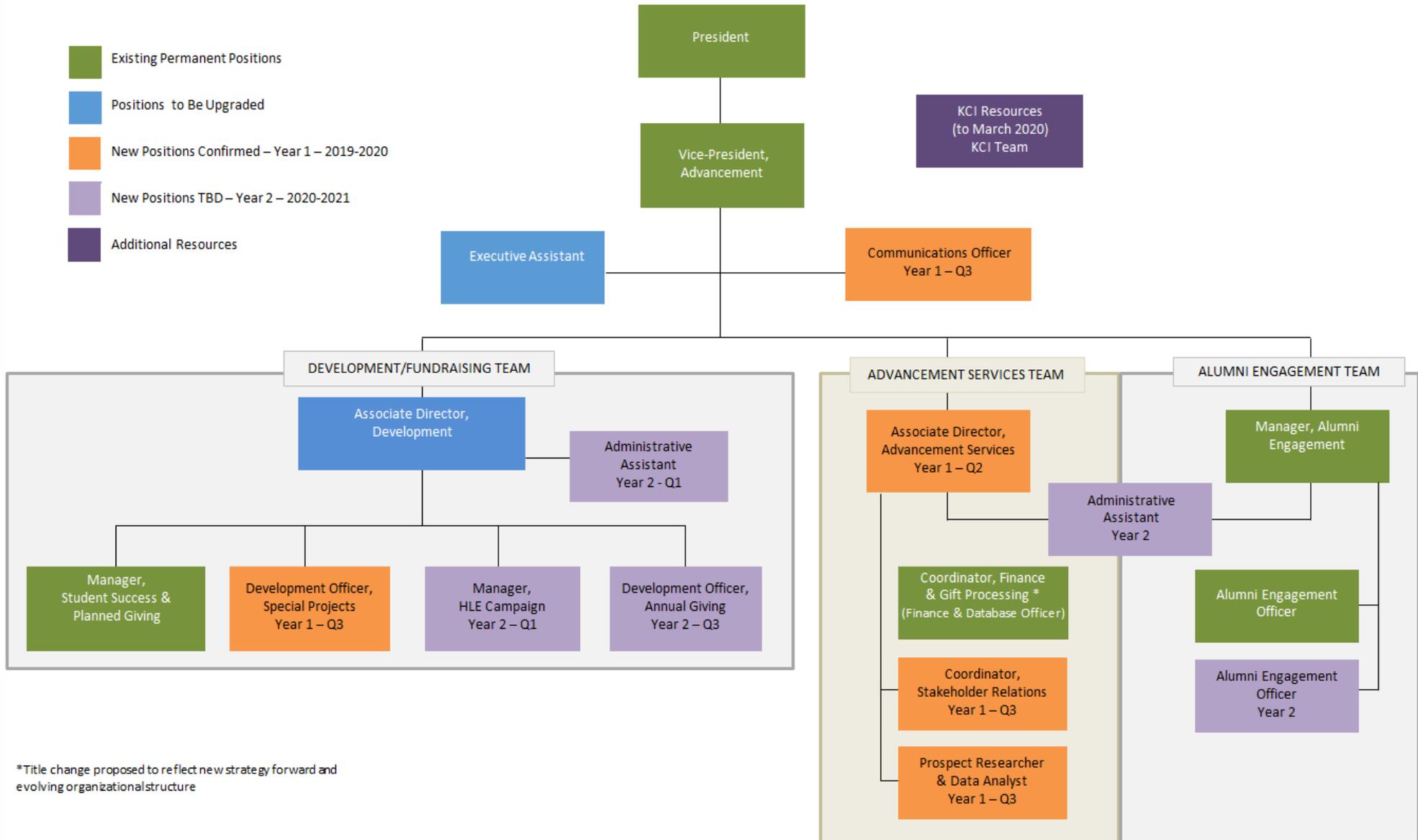
Upon joining the College in August 1999, he first served as the Academic Chair of the Information and Communications Technology Department (formerly the Computer Studies Department). Throughout his tenure at the College, Claude led several large projects and initiatives at either the Faculty or College level. His most significant achievements have been related to his involvement, as the main point of contact for the user group, on three major high-performance building infrastructure projects, including the Algonquin Centre for Construction Excellence.

Prior to joining the College, Claude was an officer in the Canadian Forces, in the Air Force occupational branch of Communication and Electronics Engineering, in a career that spanned 22 years. He graduated from the Royal Military College in Kingston in 1982 with a Bachelor's degree in Engineering Physics and again in 1990, earning a Master's of Science in Mathematics. Among his many tours of duty over the years, he was an instructor at the Canadian Forces School of Communications and Electronics (CFSCE) from 1985 to 1987, and subsequently, the Senior Staff Officer for Strategic Planning and the Chief of Staff of the same school from 1993 to 1997. Between his two tours at CFSCE, he lectured in the Mathematics and Computer Science department as an assistant professor at the Royal Military College from 1989 to 1993.

Claude is an active member of the community and serves on several boards, including the Ottawa Network for Education (ONFE) and the Ottawa Community Loan Fund (OCLF). He is also a member of IEEE (Institute of Electrical and Electronics Engineers) and was promoted to Senior Member in 2018 for his significant contributions to the profession.

Claude has been married to Carole for 37 years. She is now retired and is an active volunteer in pediatric palliative care. Their wonderful daughter Véronique recently completed her PhD in Biology and now works at McGill University. Claude and Carole like to hike in the mountains, travel to sunny places, and spend time with family including their two dogs, Darcy and Séamus!

ORGANIZATIONAL STRUCTURE: ALGONQUIN COLLEGE – ADVANCEMENT



*Title change proposed to reflect new strategy forward and evolving organizational structure

LIVING IN THE NATIONAL CAPITAL REGION

The National Capital Region (NCR) comprises municipalities located in both Ontario and Quebec, including Ottawa and Gatineau. With an overall population of 1.32 million, nearly half a million people in the NCR speak English and French, a testament to Canada's linguistic duality.

Ottawa is one of the country's most vibrant cities and consistently ranks in the world's top 20 cities to reside in. Noted for its diversity, openness and kindness of its residents, Ottawa is a safe urban centre that uniquely blends modern development with appealing charm.

Ottawa's housing market has a history of being stable and affordable, with a variety of options suited to different tastes and budgets. Ottawa is still well below the national average price of a home in Canada: the 2018 average price of a home in Ottawa was \$386,517. The city's reasonably priced housing, low taxes and good transit infrastructure have catapulted Ottawa to first place in Money Sense Magazine's Best Places to Live in Canada, 2017.

Ottawa offers impressive bilingual educational options, with three universities and two colleges, a wide choice of public and private schools, plus numerous professional schools and technological institutes. The city assures its residents great access to world-class healthcare facilities including four major hospitals. With a stable and diversified economy that includes global corporations, innovative start-ups and all levels of government, job opportunities in Ottawa are regularly available in sectors such as high technology, life sciences, professional services, government administration, and tourism. Ottawa is home to one of the most respected tech hubs in Canada, and the city employs 72,000 people in the tech sector alone.

Ottawa offers a full range of amenities and advantages, including a rich heritage and cultural scene with 14 national museums and performing arts institutions, as well as a large array of annual festivals and cultural activities. For sports and outdoor enthusiasts, Ottawa is in the midst of a giant outdoor playground featuring 850+ parks, 800 km of biking trails, cross country ski trails, and the world's largest outdoor skating rink on the Rideau Canal – as well as an array of organized sports and recreation programs.

