

Nipissing University
JOB DESCRIPTION

POSITION:	Director, Student Success
DEPARTMENT:	Student Development and Services
EMPLOYMENT DEFINITION:	Full-time Administration
SALARY LEVEL:	Eight (8)
SUPERVISOR:	Assistant Vice-President, Students

SUMMARY OF FUNCTIONS:

The Director, Student Success is responsible for the leadership, direction, and management, of programs and initiatives that shape an engaging and supportive learning and development experience for all students. This includes developing new strategies and initiatives designed to support the success of Nipissing University students as it relates to their orientation and transition; academic, leadership and life skill development; and the ongoing development and delivery of peer mentorship and peer support programs that enhance student success. This includes long-term planning, program development, provision and evaluation of services, budget and fiscal control, personnel matters, technical support services, utilization of physical resources, supervision of staff, and other management functions. The Director will also be available to support timely responses to challenges, emergencies, and crises outside of regular business hours.

The Director will be highly knowledgeable in best practices, literature and research regarding the needs of students at post-secondary institutions. The Director will have a strong understanding of the unique needs of Nipissing University students including graduate and undergraduate students with particular attention to priority populations including graduate, black, indigenous, persons of colour, 2S+LGBTQ, international, first-year, transfer, mature, varsity athlete, first generation, and Crown Ward students. As a member of the Student Development and Services Leadership Team, the Director will ensure integration and coordination of any new programs and services with programs currently offered by the division, campus, and faculty partners. The Director is accountable for contributing to and operationalizing the strategic direction and administration of tactical issues within the division. The Director will work closely with campus and community stakeholders ensuring these groups are aware of the needs and experiences of students and any impact on any faculty or campus-wide initiatives. The Director is a member of various university committees and works with faculty and staff members as well as with student groups, to enhance student services and supports.

The Director oversees and provides strategic leadership to various departments including: Academic Skills, Career Services, Orientation and Transition Programs, NU Promise, International Student Supports, Mature and Transfer Student Success, Experiential Learning and Access and Inclusion. The position has responsibility for effective team collaboration and service integration and consequent smooth, client- centered delivery of programs and services to students and supports staff, and faculty. As a member of the Student Development and Services Leadership Team, the Director will be responsible for contributing to strategic and operational planning within the Student Development and Services division and plays a lead role in supporting the achievement of these goals. The Director is responsible for developing key partnerships with internal and external stakeholders in order to accomplish the above. As an advocate and ambassador for the university, they will build support through engagement with Nipissing's many internal and external stakeholder communities, ensuring that all efforts and initiatives are aligned with the university's mission, vision, goals and strategic plan.

DUTIES AND RESPONSIBILITIES:

I) MANAGEMENT

65%

- Provides overall leadership, management and administration for services inclusive of the departments of Academic Skills, Career Services, Orientation and Transition Programs, NU Promise, International Student Supports, Mature and Transfer Student Success, Experiential Learning and Access and Inclusion.

- Provides operational and strategic planning direction with the intended outcome of optimal student support and success
- Planning responsibility includes development, implementation and evaluation of programs and services with an ongoing focus on delivering the best evidence-based services
- Responsibilities include delegating, through appropriate staff leaders, student-centered needs assessment, programs, and services evaluation and compatible strategic and operational planning initiatives
- Directs staff alignment to the mission, vision, culture, values, and strategic priorities of the organization. Ensures that all operations of the wellness service delivery units are student-centric, collaborative, and focused on enhancing access and availability of services
- Responsible for maintaining strong, viable, and effective working relationships with all university and local community partners in the interest of smooth and effective student success programs and services delivery to Nipissing University
- Oversee and provides strategic leadership to various departments including: Academic Skills, Career Services, Orientation and Transition Programs, NU Promise, International Student Supports, Mature and Transfer Student Success, Experiential Learning and Access and Inclusion.
- Lead the design, delivery, and implementation of academic initiatives, student services, retention programs, special events, facilities, and related practices that maximize student recruitment, development, success, and lead to a high quality, cost-effective, and transformative student living and learning environment
- Ensure all programs and services are informed by a solid understanding of student life and learning based on best practice knowledge related to student retention, engagement, and development; and that support the university in achieving institutional goals and objectives by ensuring a comprehensive and intentional, student-centred approach to departmental programming and services with goals of increased recruitment and retention
- Knowledgeable on current needs of students attending post-secondary institutions including best practices at other institutions, current trends, and forecasting future developments in strategies to enhance the student experience
- Plan, deliver, and evaluate the full range of department programs and initiatives to ensure that they are designed intentionally (proactive and responsive) and evolving to meet the needs of students, campus, and faculty partners; including prior learning assessment, student life, student support, etc.
- Oversees the organization of the student retention programs including student academic success through the Athlete Academic Success Program and Student Success Workshops
- In partnership with the Manager, Residence Life, oversees student life and learning activities that benefit students living in residence – focusing on the leveraging of existing programs and services
- Provide direction on student orientation, transition, and retention programming for all university students including New Student Orientation, Laker Orientation (umbrella programming including International Student Orientation, Student-Athlete Orientation, Summer Transition Program, and Orientation Week), and Laker Re-Orientation with particular attention to the needs of the target populations of individual programs to ensure a positive, inclusive, fun, welcoming, and transformative student experience
- Develop and implement internal policies and procedures for the operation of all units within the department to ensure efficient and effective operations
- Regularly conduct reviews of all departmental policies, procedures, and contracts to ensure alignment with institutional policies and professional standards
- Lead the creation and delivery of strategies and initiatives designed to enhance student success and experience for all students with ability to build capacity in programming for supporting priority populations including graduate, black, indigenous, persons of colour, 2S+LGBTQ, international, first-year, transfer, mature, varsity athlete, first generation, and Crown Ward students
- Work to ensure programs and initiatives currently offered by the department are well integrated and seamless for students
- Identify opportunities to highlight the student support that the various departments provide through participation in on-campus, community, and sector events and ensure that all internal and external communications and promotional materials are consistent with departmental objectives
- Ensure the development of educational interventions aimed at mitigating academically at-risk behaviours and focusing on retention and persistence

- Ensure the services operation is consistent and achieves maximum satisfaction of students
- Ensure that the department positively contributes to the experience of students and the Nipissing University brand
- Identify and develop opportunities to leverage existing and new technology
- Provide support when necessary, to department team by providing direct intervention with regard to student learning, career exploration and development; including, but not limited to: provision of individual and group writing, ESL, math, science, résumé, and career exploration support, front line program assistance in Drop-In Centre settings, provide workshops to promote self-awareness, self-advocacy, and self-efficacy skills, and develop, prepare, implement, and assess student success and orientation and transition sessions directly related the purview of the position
- Develop and implement a student success strategy, based on annual review and planning, but responsive to new opportunities and initiatives. Develop, implement and evaluate policies and procedures
- Organize and manage a dynamic, creative and productive work environment for the various departments resulting in engaged and motivated personnel whose achievements and expertise facilitate the attainment of university goals and overall student success
- Engage and involve all members of Nipissing's internal and external communities in contributing to and benefiting from the university's Student Success Initiatives. Oversee client surveys and stakeholder feedback processes and programs
- Develop plans and budgets and engage the various departments in monitoring and reporting on results
- Establish goals that are aligned, e.g. Student engagement initiatives in support of student success priorities. Ensure databases, records management and tracking systems are organized and up to date to provide quality information and feedback

Budget and Resources Management

- Oversees the budget for the reporting departments (Academic Skills, Career Services, Orientation and Transition Programs, NU Promise, International Student Supports, Mature and Transfer Student Success, Experiential Learning and Access and Inclusion).
- Responsible for maximizing the operational efficiencies through appropriate scheduling and deployment of staff resources
- Within the campus community, the Director, Student Success is responsible for maintaining and strengthening partnerships including with the University Senior Administration, Deans, Associate Deans, Faculty, Human Resources, and University Student Services.

II) PLANNING AND ASSESSMENT

20%

- Responsible for creating an engaging strategic vision for the department which includes a concrete plan for effectively integrating a number of diverse services and programs, ensuring that the implementation of all plans embodies the university and division strategic plans and works to differentiate Student Development and Services
- Research, develop, implement, and assess departmental strategic plans in order to recruit, retain, and provide a positive learning-centred experience for students
- Establish performance indicators and assessment methods to measure achievement in all areas of responsibility including learning outcomes, program goals and objectives, and individual program success; effecting changes required for improvement as required
- Provide direction to departmental staff in operationalizing the departmental mission, values, learning and development pillars, and learning outcomes
- Ensure that all departmental activities are aligned with institutional, division, and departmental strategic plans, and departmental mission, vision, and values
- Establish and assess annual department priorities and goals in alignment with institutional documents
- Establish departmental, unit, and programmatic assessment plans, including those associated with program proposal and review processes
- Ensure that appropriate information related to student learning, retention, and factors that contribute to student success are made available and interpreted appropriately to various stakeholder groups (students, staff, faculty, Deans, AVP, Executive, employers, community, etc.) as applicable; including recommending short- and long-term

strategic responses to the academic goals of the institution and student development (including, but not limited to, qualitative and quantitative data, evaluations on programs, market trends, benchmarking, etc.)

- Ensure that the department remains current with trends in student support services
- Collaborate with the Student Development and Services Leadership team to: ensure programs and strategies complement one another and, when appropriate, are consistent in delivery and outcomes for all students
- Develop recommendations and implement divisional policies, procedures, and processes
- Responsible for strategic and operational planning recommendations within the Student Development and Services division
- Ensure appropriate cross-divisional professional development and training opportunities
- Design, implement, and maintain an organizational structure and staffing to effectively accomplish the university's goals as identified in the Strategic Plan
- In alignment with institutional human resources practices, oversee the recruitment, selection, training, development, and performance management of staff within the department
- Define duties and responsibilities of staff within the department, including determining work assignments for staff based on understanding needs, skills sets, requirements, and resources
- Reduce the department's exposure to liability by ensuring that all full-time staff are properly certified
- Develop, implement, and manage resources, policies, and processes to ensure the efficient and effective operations of the department
- Recommend and/or provide training and development to enhance staff skills and knowledge
- Monitor and approve employee requests for leave and overtime
- Responsible for health and safety practices within the department
- Maintain familiarity of individual staff utilization rates and ongoing projects in order to intervene as required due to emergencies, unavailability of staff, or when Directorial intervention is required
- Develop and implement effective on-boarding, orientation, and ongoing training and development plans for direct reports
- Provide on-going feedback and coaching to employees to discuss and address performance related issues
- Resolve staff-related issues and informal complaints that arise on a timely basis
- Responsible for the creation of annual budget
- Manage the approved operating budgets for all units within the department, tracking special accounts for reporting purposes (e.g. grants and special projects), and developing budget submissions to ensure appropriate management and accountability of funds
- Set mandate and approve operational procedures and expenditures related to the department including the acquisition of resources (e.g. hardware, software, and publications)
- Ensure that all financial processes and accountabilities are in line with institutional policies
- Review monthly departmental reports to ensure recorded expenditures are correct, and develop strategies to ensure flow of expenditures over the course of the fiscal period
- Forecast revenue targets and operational expenditures based on knowledge of operational costs as well as recruitment and enrollment numbers and adjust orientation fees accordingly
- Authorize departmental transactions within designated level of authority
- Develop, implement, assess, and report on external funding agreements to enhance student support services and dedicated support for priority populations (e.g., First Generation Funding, Credit Transfer Institutional Grant, OPAIP funding)

Human Resources Management

- Provides the strategic leadership for acquiring the appropriate human resources to deliver world class programs and services
- Facilitates the ongoing development of the departmental professionals through continuing education and coaching/mentorship arrangements
- The director is a role model for all staff in the pursuit of learning, encouraging the ongoing search for both cutting edge and evidence-tested knowledge and practices in student affairs
- Responsible for staff performance management

- Exercises skill in the management relationship with all staff providing productive, safe, and stress-buffered working environments

III) COMMUNITY ENGAGEMENT AND UNIVERSITY PARTNERSHIPS

15%

- Establish a network of strategic relationships with campus partners and external organizations (e.g., CBIE, CACUSS, ACPA, etc.) to remain up to date on new research, strategies, and initiatives; and to disseminate this to the broader campus community and within the division as appropriate
- Seek out opportunities for enhanced collaboration and foster collaborative relationships with campus and community partners to ensure students are provided with necessary support, resources, and information pertinent to their experience and success, including negotiating contracts for service as required
- Represent the department and division at committees and meetings, and liaise with campus partners related to the portfolio or as designated by the AVP, Students with the goal of advancing the development and implementation of strategic goals, as well as enhancing and streamlining support for student engagement and retention
- Develop and implement the execution of institutional programming and efforts related to student recruitment, retention, and graduation
- Serve as a resource person for students, faculty, administration, and community members in matters relating to student life and learning
- Represent Nipissing University at various institutional events, university, and external committees, etc.
- Develop professional development workshops and seminars related to student development, student engagement and student learning for university staff, faculty, and community groups
- Work directly with and consult various stakeholder and student advisory groups across the institution and community in the process of program planning and development to provide support, advocacy, and resources; including Deans, students, faculty, staff, employers, and alumni where applicable
- Serve as the chair for various departmental and institutional meetings
- Maintain contact with external contacts, vendors, and contractors

Other duties as assigned.

QUALIFICATIONS:

Education:

A Master's degree in area of education, student affairs administration, or student development is required. Certification in Supplemental Instruction and/or related specialized certifications would be considered an asset.

Training and/or experience may be substituted for formal academic training at the discretion of the University.

Training, Experience, Knowledge & Skills Required:

- Seven to ten years of experience in progressively responsible positions in student affairs administration
- Five plus years of direct experience in pro-active management of large budgets; specific experience in activity-based budget model will be an asset
- Proven leadership and management capabilities to deliver quality and timely results
- Demonstrated supervisory and leadership experience within a student service
- Significant experience in building consensus and influencing decisions in a diverse multi-disciplinary environment
- Experience developing, delivering, and evaluation strategies at post-secondary institutions
- Excellent communication, human relations, problem solving, negotiation, team-building, conflict resolution, and leadership skills
- Demonstrated ability to conceptualize and implement new programs, interact at all levels within the organization, and effectively manage budget
- Demonstrated presentation/facilitation and/or training experience at post-secondary level, both in person and online

- Demonstrated experience in strategy formulation and implementation, forecasting and budgeting, management of systems and processes and program analysis and evaluation
- Broad awareness of academic environments related to student services
- Extensive understanding of motivation, retention, and learning strategies for student success
- Excellent tact, diplomacy, and judgment are required in working with students, parents, staff, faculty, senior university officials, and community partners
- Education, administration, adult education, and student development theory principles
- Understanding of assessment of student learning and development programs
- Demonstrated ability to use and interpret data to make decisions and communicate results effectively to various stakeholders
- Demonstrated experience dealing at-risk student needs
- Financial management/budget, strategic planning, personal computing literacy
- Marketing and sales skills
- Knowledge of client information management systems, along with familiarity with technology-based resources for student support
- Superior communication, electronic-technical, presentation, and interpersonal skills
- Strong supervisory abilities to manage both staff and volunteers in a changing environment
- Ability to effectively manage complex and numerous projects concurrently
- Superior skills in advocacy, broad-scanning, negotiations, and problem-solving
- Self-motivated and self-starter

RELATIONSHIPS/CONTACTS:

Supervised by: Assistant Vice-President, Students

Supervises:

- Student Learning Coordinator, Writing and Academic Skills
- Student Learning Coordinator, Math and Science
- Career Services Coordinator
- Student Experience Coordinator, Orientation and First Year Programs
- Coordinator, Transfer Student Success
- Secretary, Student Learning and Transitions
- Student Success Coordinator, NU Promise and Student Retention
- Experiential Learning Coordinator
- Manager, International Student Supports and Community Liaison
- Student employees

Internal Contacts: Staff, students, faculty

External Contracts:

- Catering Services
- General public, prospective students, student supporters, guests (e.g. families, parents and guardians)
- North Bay community groups and organizations
- Other Universities and Colleges
- Alumni
- MCU (Ministry of Education and Training, Colleges and Universities)
- Professional associations at the regional, national, and international levels including NASPA (Student Affairs Administrators in Higher Education), ACPA (College Student Educators International), CACUSS (Canadian Association of College and University Student Services), and NODA (Association for Orientation, Transition, and Retention in Higher Education)
- Council of Ontario Universities

MATERIALS UTILIZED:

- Confidential student and employee personnel records (including wage and performance evaluations)
- Confidential budget and financial information
- Computer workstation including various software applications
- NASPA (Student Affairs Administrators in Higher Education)/ACPA (College Student Educators International) Professional Competencies
- ACPA Ethical Principles and Standards
- CACUSS (Canadian Association of College and University Student Services) Statement of Guiding Principles
- CAS (Council for the Advancement of Standards in Higher Education) standards for Learning Assistance Programs, Career Services, and Orientation and First Year Programs, International Education
- NODA (Association for Orientation, Transition, and Retention in Higher Education) Statements of Ethical Standards, Non-Discrimination and Sustainability
- Nipissing University policies and procedures
- Datatel and Informer Software Systems
- General Office Equipment

PHYSICAL/MENTAL DEMANDS & WORKING CONDITIONS:

- Considerable mental concentration
- Ability to maintain sensitivity to and cope with information which may be highly confidential
- Multiple task management related to the blend of Directorial, supervision, and intervention responsibilities of the role including continual interruptions, shifting priorities, and last-minute demands
- Close attention to detail, thoroughness, and accuracy
- Some extended working hours may be required

I have read my position description and it has been reviewed with my supervisor. I understand what my duties and functions are, and I will carry out all of my responsibilities as herein described.

Employee Name (please print)

Employee Signature

Date

.....
Approvals

Supervisor

Date

Assistant VP, Human Resources & Equity, Diversity & Inclusion

Date