



Class No.:	Administration
Original Date:	March 30, 2023
Revision Date:	
Pay Group:	17

Job Description- AVP, Strategy, Analytics and Transformation

NATURE AND SCOPE OF WORK

Capilano University has created a key leadership role within the portfolio of the VP of Strategic Planning, Assessment, and Institutional Effectiveness. The AVP, Strategy, Analytics and Transformation (AVP, SAT) is responsible for leading strategic, data-informed transformation initiatives and will work closely with the Executive and the Senior Leadership team to develop future ready strategies, initiatives and approaches.

The AVP, SAT is a proactive change strategist and a leader in data-informed problem solving and decision making. The incumbent provides oversight and leadership in the areas such as aggregated student information analysis, integrated planning and cross-team transformation projects to provide recommendations for achieving the University's short-term goals and long-term vision. The AVP partners and collaborates with members of the Executive and Senior Leadership team to identify critical questions, define relevant metrics, and implement strategies to measure institutional effectiveness across the University. The AVP, SAT also provides vision and leadership for developing close ties with industry and strategic partners to create innovative upskilling and reskilling opportunities. The incumbent will build high performing teams with existing and/or new talent in order to achieve the scope outlined above.

The AVP is an excellent relationships builder, emotionally intelligent leader and thrives in a fast-paced and constantly changing environment. The incumbent reports to the VP of Strategic Planning, Assessment, and Institutional Effectiveness.

ILLUSTRATIVE EXAMPLES OF DUTIES

Strategy Portfolio:

1. Be a thought leader and partner for executives and senior leadership by staying current on micro and macro changes within the labour market, the sector and the organization
2. Analyze micro and macro changes to identify potential positive and negative impacts, including opportunities and threats
3. Contribute to the organization's strategies by developing future looking scenarios based on data, research, innovation and strategic partnerships
4. Articulate strategies as an integrated set of choices to be made and collaborate closely with executives and senior leadership to select the "field of play"
5. Translate the selected strategies into coherent outcomes and achievable actions with executives and senior leadership
6. Develop a system of continuous improvement to monitor changes and progress in order to update strategies
7. Build and lead a team of high-performing internal consultants to support the efforts above
8. Support the VP of Strategic Planning, Assessment and Institutional Effectiveness in strategic and innovative initiatives as required

Analytics Portfolio:

1. Lead and/or co-lead the development of a comprehensive data strategy, including data architecture, data analytics/data science and data governance across the institution
2. Develop a system of metrics to monitor strategic and operational progress, including expected outcomes and organizational target setting with executives and senior leadership
3. Work closely with executives and senior leadership to establish a culture of data-informed decision making
4. Identify traditional and innovative methods to make data analytics accessible, approachable and interpretable
5. Build and lead a team of high-performing data scientists to support the efforts above
6. Continue to lead, mentor and strengthen the institutional research portfolio
7. Support the VP of Strategic Planning, Assessment and Institutional Effectiveness in strategic analytics initiatives as required

Transformation Portfolio:

1. Work closely with executives and senior leadership to identify, size, scope and prioritize high impact initiatives as part of the integrated planning and budgeting process
2. Lead and/or co-lead large-scale, high-impact transformation initiatives across the institution in order to meet the institution's long-term strategic goals and commitments
3. Work closely with executives and senior leadership to establish a culture of entrepreneurship, responsible risk taking and astute problem solving across the institution
4. Establish close ties with industry and strategic partners to pilot innovative solutions for upskilling and reskilling
5. Continuously monitor and measure pilot outcomes to identify opportunities for growth and scale
6. Establish a system for transitioning successful pilot projects into sustainable operations and processes
7. Build a team of and/or develop existing team members into high-performers who can lead complex change initiatives
8. Support the VP of Strategic Planning, Assessment and Institutional Effectiveness in transformation initiatives as required

REQUIRED LEADERSHIP COMPETENCIES

- 1. Job Knowledge:** Possesses functional and technical knowledge as well as demonstrates understanding of job assignment. Performs key responsibilities and understands how to effectively utilize key resources and technology for all aspects of the job.
- 2. Service Focus:** Values the importance of delivering high quality, innovative service to internal and external customers (colleagues, students, families, visitors, etc.). Understands the needs of the customer and follows up to ensure satisfaction. Able to prioritize and set work activities accordingly. Uses relevant skills to achieve goals and finds innovative solutions to achieve the “extra mile”.
- 3. Result Oriented:** Takes responsibility for own work. Feels personally committed and accountable to deliver results quickly, accurately, and effectively. Uses thoughtful judgment when responding to situations that are not going well and uses foresight to overcome obstacles.
- 4. Initiating Action/Taking Initiative:** Readily acts consistent with departmental or University objectives. Volunteers readily and takes independent actions when appropriate. Leads by example and is a good role model for others to follow. Suggests methods and procedures to improve departmental operations.
- 5. Leadership and Supervisory Abilities:** Attracts and selects the best talent. Coaches and inspires people. Sets expectations, recognizes achievements, and proactively manages conflict. Delegates and consistently guides the team towards the outlined goals. Clearly defines responsibilities and authority limits of subordinates. Recognizes individual capabilities and assigns work accordingly.
- 6. Problem Solving and Decision Making:** Identifies problems, involves others in seeking solutions, conducts appropriate analyses, searches for best solutions, and responds quickly to new challenges. Makes clear, consistent, and transparent decisions. Acts with integrity in all decision-making, distinguishing relevant from irrelevant information. Assures adequate control and accounting of all funds including maintaining sound financial practices. Demonstrates a cross-university view.
- 7. Strategic Planning and Organizing:** Aligns departmental priorities with the University’s purpose. Measures outcomes and uses feedback to change as needed. Proposes solutions and alternatives on allocation of resources to achieve the University’s outlined strategy. Approaches decision making (including, where applicable, program development, modification and or cancellation) with a focus on the potential impact on student enrollment, engagement, and success.
- 8. Employee Development:** Encourages and supports employee participation in personal and professional development. Able to coach, evaluate, develop and inspire direct reports. Provides constructive and objective performance feedback on a regular basis. Acknowledges and encourages good performance and proactively identifies and discusses performance problems in a timely manner. Ensures risks are minimized through proactive succession planning.

REQUIRED KNOWLEDGE, ABILITIES AND SKILLS

- Demonstrated experience in project planning and management, and process improvement with the ability to manage multiple projects with efficiency.
- Knowledge of post-secondary education, with several years of educational administration
- Knowledge of post-secondary policies and procedures, and a thorough understanding of the principles of institutional research and planning.
- Demonstrated experience in strategy and planning.
- Demonstrated expertise in research methods including advanced skills in statistical analysis, database manipulation, and data modeling.
- Demonstrated advanced skills in the design and execution of research and analytic projects, and enrolment modeling.
- Demonstrated skill in writing concise high-level analytical summaries and business reports, providing effective visual presentations appropriate to the audience, and providing advice to the Board and Senior Executives
- The ability to establish and develop professional and collaborative relations with stakeholders throughout the institution, including senior leadership, managers, faculty, staff, the ministry, and other external agencies.
- Ability to work frequently under tight deadlines, high pressure and at extremely short notice to respond to Senior leadership immediate demand for information and data.
- A competent knowledge of business analytic tools and survey tools.

REQUIRED TRAINING AND EXPERIENCE

- Minimum of a Master's degree in a related discipline.
- Senior level experience in educational leadership roles or equivalent.