

Columbia College Position Description

<p>NOTE: <i>Must; Shall; Will:</i> <i>Should:</i> <i>May or Could; Can:</i></p>	<p>Clarification of Terms These words or phrases indicate actions or activities that are <i>essential</i> or <i>mandatory</i>. This word implies that it is highly desirable to perform certain actions or activities, but not essential or mandatory. These words imply freedom or liberty to follow an alternative to the action or activity being presented in a document.</p>
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Position Title:	Manager of Institutional Effectiveness – Planning, Research and Evaluation for Student Success
Program/Department Name:	Office of Academic Affairs
Reporting to:	Vice President of Academic Affairs
Position Summary:	<p>The Manager of Institutional Effectiveness is responsible to the Vice President of Academic Affairs for providing leadership, direction, general supervision and evaluation of the College’s Quality Management System and its activities as they relate to overall institutional effectiveness. Under the direction of the Vice President of Academic Affairs, the incumbent will work closely with College stakeholders to effectively plan, organize, control and direct operations and activities involved in the research, review, analysis, interpretation and reporting of data and information used in a quality management system to assess institutional effectiveness and student success.</p> <p>The Manager of Institutional Effectiveness will assist with College planning, monitoring, accreditation and external auditing, decision-making, and determine implications of College practices, policies, measures and procedures. They will also provide leadership in coordinating quality management system training to faculty, staff and administrators.</p>
Organizational Structure:	This professional will work in a flat organizational structure consisting of one direct supervisor, and will work alongside a number of management specialists.
Qualifications and Experience:	<p>Demonstrated qualifications with experience and certifications or other relevant education are highly preferred.</p> <p>Essential Competencies:</p> <ul style="list-style-type: none"> • A minimum of 10 years of experience in a senior role that demonstrates appropriate study, training, and skills in the area of post-secondary leadership. • The ability to work with the college community to achieve the goals, objectives and mission of Columbia College and to promote the welfare of students, the institution and all of the College’s external stakeholders.

	<ul style="list-style-type: none"> • Understanding of, sensitivity to and respect for the diverse academic, socioeconomic, cultural, disability and ethnic backgrounds of Columbia Colleges' students, faculty, staff and community. • Communicate effectively both written and orally. <p>Desirable Competencies:</p> <ul style="list-style-type: none"> • Possession of a M.Ed. degree or equivalent in related field from an accredited university. • Knowledge and proficiency in the operation and use of personal computers utilizing various software applications (i.e., word processing, spreadsheet and database management software) including the Internet. • Experience in Quality Management System design and its integration into College outcomes and program review for continuous improvement.
<p>Roles and Responsibilities:</p>	<p>For Columbia College to become successful, each of its customers (including staff and students) must succeed. To achieve this requires a clear understanding of everyone's roles and responsibilities as well as a commitment to fulfilling said responsibilities.</p> <p>As will be noted in reviewing the list of roles and responsibilities below it consists of two distinct parts. First is a set of generic roles and responsibilities. This is followed by a list of specific roles and responsibilities. The generic roles and responsibilities are included in every position description at the College. The specific roles and responsibilities are specific to this position.</p> <p>All responsibilities listed below will be carried out under the general direction and supervision of the Vice President of Academic Affairs. In consideration of this the individual will:</p>

COLUMBIA COLLEGE CALGARY

PROFESSIONAL BEHAVIOUR

The first two groups of individuals to be recognized as professionals were doctors and lawyers. To become a member of one of these notable groups, in the past, an individual had to be trained (on-the-job) by one or more mentors who were already a member of the profession. Each profession required its new members to adopt a group of professional behaviours. These included such behaviours as abiding by the laws of the land and being honest, moral, and ethical. Members were also expected to help fellow members and to help those outside their profession who sought their service (i.e. patients and clients).

Over the last two hundred years several other groups of individuals adopted similar codes of conduct. In the last fifty years, a large number of leadership, management, business, and professional/personal development books have added both breadth and depth to this group of behaviours. However, rather than describing these behaviours as belonging to a certain group, they ascribe them to 'all individuals' working in an organization from data entry clerk to director. These writers believe such behaviours are essential to the success of each individual in the organization. They further believe these behaviours are essential to the success of the organization itself.

The following list of professional behaviours are drawn from the above sources. They are provided to help ensure that 'all' members of the organization, regardless of their education, position, or title, are aware of the behaviours they should demonstrate as professionals. The more effective each individual demonstrates these behaviours, the more successful they will become as respected and valued professionals within the organization.

Further, the more actively and collaboratively each individual engages with other professionals, within the organization, the more successful the organization will become. And the more success the organization achieves, the more job security each professional will have.

1. Professional Approach and Ethical Behaviour

1.1. Approach to Work

- 1.1.1. Is a positive individual
- 1.1.2. Is cheerful, smiles, and works with enthusiasm
- 1.1.3. Is focused, engaged, and works diligently
- 1.1.4. Acts in a reliable and responsible manner
- 1.1.5. Is proactive in their approach to work
- 1.1.6. Finds meaning in their work regardless of their position
- 1.1.7. Demonstrates pride in their work and yet remains humble
- 1.1.8. Shows loyalty to the organization
- 1.1.9. Takes responsibility for one's errors by apologizing and correcting them
- 1.1.10. Is constructive in what they say
- 1.1.11. Contributes to a safe and secure workplace

1.2. Relationship With Others

- 1.2.1. Acts with honesty and integrity (is trustworthy)
- 1.2.2. Is honorable, moral, and ethical
- 1.2.3. Is pleasant, polite, courteous, and well mannered
- 1.2.4. Helps others succeed regardless of their position
- 1.2.5. Shows concern and caring for others
- 1.2.6. Contributes to a friendly workplace
- 1.2.7. Contributes to the organization and/or their community through volunteering, coaching, or mentoring others

1.3. Respect for Others

- 1.3.1. Shows respect for cultures and perspectives different than their own
- 1.3.2. Shows interest in actively learning about other cultures
- 1.3.3. Keeps personal bias out of the workplace
- 1.3.4. Shows respect for individuals' right for gender and other forms of identification
- 1.3.5. Shows support for language and policies that support gender identification rights

1.4. Customer Focused

- 1.4.1. Views each client, patient, student, supervisor, and team member as a highly valued internal/external customer
- 1.4.2. Recognizes that their success as a professional is only achieved when internal and external customers' needs are satisfied
- 1.4.3. Recognizes that customers' needs continually change
- 1.4.4. Seeks new opportunities or approaches that will increase internal and external customer satisfaction, respect, and loyalty
- 1.4.5. Believes that the needs of customers (internal and external) must be satisfied before their organization will succeed

1.5. Response to Bad Experiences

- 1.5.1. Views adverse experiences and/or failures as learning opportunities
- 1.5.2. Recovers quickly from adverse experiences and/or failures by adopting new behaviours
- 1.5.3. Is resilient to adversity while challenges are occurring
- 1.5.4. Supports others to help them cope with adversity

1.6. Adherence to Policies and the Law

- 1.6.1. Adheres to all government laws
- 1.6.2. Adheres to all organizational policies, procedures, and regulations
- 1.6.3. Follows their position duties and responsibilities
- 1.6.4. Respects their supervisor's directives
- 1.6.5. Dresses appropriately for the workplace
- 1.6.6. Is neat, clean, and well-groomed
- 1.6.7. Is cognizant of the workplace culture and norms
- 1.6.8. Avoids conflicts of interest
- 1.6.9. Helps others to understand and adhere to laws, regulations, and policies

2. Teamwork and Interpersonal Relations

2.1. Respects Self and Others

- 2.1.1. Helps build an emotionally balanced workplace
- 2.1.2. Treats all individuals in an equal, fair, and just manner
- 2.1.3. Is respectful to others
- 2.1.4. Is sincere when interacting with others
- 2.1.5. Demonstrates an interest in learning from others
- 2.1.6. Uses active listening to better understand others' feelings and points of view
- 2.1.7. Seeks help from others when needed
- 2.1.8. Respects others' workspace and privacy
- 2.1.9. Respects others' personal and professional boundaries
- 2.1.10. Serves as a role model for others

2.2. Interpersonal Behaviour

- 2.2.1. Is personable and sociable with others
- 2.2.2. Develops a close rapport and tries to develop a long-term relationship with others, both inside and outside the organization
- 2.2.3. Has a good sense of humor
- 2.2.4. Choses to assume the best intentions in others, and resists being offended

2.3. Sensitive to Others

- 2.3.1. Is considerate, gentle, and sensitive to others (is empathetic)
- 2.3.2. Uses tact and diplomacy when expressing differences of opinion
- 2.3.3. Offers support and assistance to others when appropriate
- 2.3.4. Shows patience, tolerance, and forgiveness to others

2.4. Team Relations

- 2.4.1. Interacts with others in a patient and cooperative manner
- 2.4.2. Actively looks for synergistic opportunities, or "win-win" situations
- 2.4.3. Helps build a positively connected team where individuals work hard, have fun, and enjoy working together
- 2.4.4. Is open to constructive criticism from others
- 2.4.5. Recognizes their personal success is the result of working collaboratively and cooperatively with others
- 2.4.6. Helps build an emotionally balanced team and organization

3. Performance

3.1. Behaviour at Work

- 3.1.1. Is hard working
- 3.1.2. Adjusts quickly and smoothly to changes in work routines and schedules
- 3.1.3. Finds their work challenging, rewarding, and meaningful
- 3.1.4. Feels satisfied, fulfilled, and successful when internal and external customers' needs are met
- 3.1.5. Seeks out opportunities to work "smarter, not harder" to improve

3.2. Delivering Results

- 3.2.1. Increases personal job security by performing their work more efficiently and effectively (continuous improvement)
- 3.2.2. Contributes to the long-term growth of the organization by continuing to improve the quality of services and/or products
- 3.2.3. Contributes to the success of the organization by satisfying the changing needs of internal and external customers
- 3.2.4. Provides such an outstanding quality of customer service and/or product delivery that current customers refer new customers on an ongoing basis
- 3.2.5. Works on goals/projects/tasks without prompting
- 3.2.6. Puts forth extra effort when needed to complete goals/projects/tasks more quickly
- 3.2.7. Offers to complete additional unassigned work/goals/projects/tasks (when possible)

4. Life-Long Learning and Professional Development

4.1. Personal Development

- 4.1.1. Acknowledges when they do not know something
- 4.1.2. Seeks to acquire knowledge in order to be more competent and to help others
- 4.1.3. Develops new skills by adopting new methods, techniques, and tools
- 4.1.4. Pursues a path of personal development that will lead to a more relevant, meaningful, and enjoyable life (self-actualization)
- 4.1.5. Is active in their professional association and/or networks with other professionals in their field (where appropriate)

4.2. Organizational Development

- 4.2.1. Stays informed of ongoing external (social, economic, or governmental) changes that may affect their position, department, and/or organization
- 4.2.2. Recommends changes to the department or organization
- 4.2.3. Shares newly acquired technical/professional knowledge and skills that would benefit others

5. Communication

5.1. Communication Skills

- 5.1.1. Consistently utilizes effective listening skills (eg. listens twice as much as they speak)
- 5.1.2. Helps to keep team members informed of changes
- 5.1.3. Consistently utilizes effective writing skills
- 5.1.4. Adapts their style of communication to better suit the needs of the individual they are attempting to communicate with

5.2. Communication Methods/Processes

- 5.2.1. Contributes to group discussion by sharing ideas
- 5.2.2. Encourages others to share their ideas
- 5.2.3. Respects others privacy and confidentiality
- 5.2.4. Follows the organization's technology use policy
- 5.2.5. Demonstrates effective verbal communication skills
- 5.2.6. Demonstrates effective non-verbal communication skills

6. Negotiating or Conflict Resolution

- 6.1. Identifies customer or employee issues when a conflict first arises by listening to and trying to understand their specific wants, needs, and concerns
- 6.2. Helps others to resolve issues in conflict by focusing on facts and not emotions
- 6.3. Mentors others to help them resolve issues (when appropriate)
- 6.4. Seeks assistance from qualified professionals, such as a supervisor or human resources specialist, to resolve situations involving harassment, bullying, violence, and other serious matters
- 6.5. Respects privacy, confidentiality, and personal boundaries

7. Self-Concept and Confidence

7.1. Self-Concept

- 7.1.1. Projects an objective view of self
- 7.1.2. Has a healthy regard for self and others
- 7.1.3. Effectively manages their personal emotions
- 7.1.4. Considers themselves equal to others

7.2. Confidence

- 7.2.1. Acknowledges one's own strengths and weaknesses

- 7.2.2. Functions well in ambiguous situations by maintaining composure and self-control
- 7.2.3. Assumes responsibility and/or leadership when required
- 7.2.4. Remains humble when acting in a formal or informal position of leadership

8. Problem Solving/Decision Making

- 8.1. Views work-related problems as challenges
- 8.2. Helps others to view problems as challenges and even opportunities
- 8.3. Uses effective problem-solving techniques to find safe and suitable solutions to work-related challenges
- 8.4. Seeks input from others to solve work-related or customer-based challenges
- 8.5. Effectively identifies the root problem as opposed to the symptoms of a problem
- 8.6. Describes a challenge in its simplest and clearest terms
- 8.7. Assesses and analyzes a problem by using various techniques such as six thinking hat, Kepner Tregoe method, and six sigma
- 8.8. Engages in research (using experts as needed) to determine the most efficient and effective solution(s) to a problem
- 8.9. Avoids impulsive behaviour when working on solution(s) to a problem
- 8.10. Accommodates people's different preferences in the process of making decisions
- 8.11. Makes fair and just decisions that contribute to the common good
- 8.12. Effectively implements solutions in a timely manner
- 8.13. Works with others (inside and outside of the organization) to achieve success
- 8.14. Monitors and evaluates solutions and takes further corrective action as needed

9. Innovative and Creative Thinking

- 9.1. Is inquisitive and continually asks 'why', 'what if', and 'why not' questions
- 9.2. Continuously seeks to improve programs, products, and/or services in innovative and creative ways
- 9.3. Adopts new technological innovations to develop 'new' programs, products, processes, and services
- 9.4. Utilizes knowledge of industry, inspiration, and imagination to come up with innovative, unconventional, radical, and/or revolutionary ideas

10. Managing Responsibilities

- 10.1. Maintains an organized and clutter-free work area
- 10.2. Sets personal goals and develops a plan to complete projects and assignments in a timely manner

- 10.3. Works with others to set team goals in order to complete projects and assignments in a timely manner
- 10.4. Conducts research prior to and after setting goals
- 10.5. Uses time management and project management tools to schedule activities, projects, and meetings
- 10.6. Regularly monitors progress and status of goals/projects, and when needed, adjusts schedule and informs stakeholders
- 10.7. Compares the progress of current goals/projects with that of previous similar goals/projects
- 10.8. When needed, adopts alternative tools/means/procedures in order to complete a goal/project on time or ahead of schedule
- 10.9. Maintains a high level of engagement even when tasks are tedious, highly challenging, and/or extend over a period of time
- 10.10. After being distracted, quickly returns to their work in order to remain on task
- 10.11. Prepares in advance for appointments and meetings
- 10.12. Lets others know as soon as possible if unable to meet a commitment, change a priority, or need help from others
- 10.13. Consistently arrives to work early or on time
- 10.14. Is rarely absent

11. Managing Stress

- 11.1. Maintains composure while under pressure and/or during difficult times
- 11.2. Remains positive, hopeful, and resilient when experiencing a difficult situation
- 11.3. Maintains a balance between personal and work life
- 11.4. Ensures that personal issues have minimal impact on work performance
- 11.5. Minimizes negative stress during challenging times in order to remain productive
- 11.6. Helps others remain in emotional control

12. Leadership Style

- 12.1. Effectively contributes to the organization's vision, mission, and goals
- 12.2. Adopts a positive leadership style and encourages team members to do the same
- 12.3. Encourages interest and enthusiasm on the part of others
- 12.4. Coaches, advises, mentors, and/or counsels others
- 12.5. Motivates others through recognition, praise, and empowerment
- 12.6. Promotes a healthy work environment
- 12.7. Encourages others to be engaged and excited about their work
- 12.8. Helps team members experience greater satisfaction in their work
- 12.9. Networks with others outside of the organization in order to build long-term relationships that will benefit the organization
- 12.10. Contributes to a sense of shared values that unite others to a common good

- 12.11. Encourages and promotes a culture based on trust, respect, transparency, and authenticity, where no member(s), regardless of position, are treated any better or worse than other member(s)

Specific Roles and Responsibilities

13. Institutional Effectiveness and Student Success

- 13.1. Plan, organize, control and direct operations and activities involved in the research, review, analysis, interpretation and reporting of data and information used in assessing a quality management system and institutional effectiveness.
- 13.2. Assist with College planning, monitoring, accreditation, program reviews, student learning outcomes, customer satisfaction surveys and decision-making, and determining implications of College practices, policies, measures and procedures.
- 13.3. Coordinate, develop, implement and conduct projects, internal quality management system reviews, surveys and studies in support of institutional assessment, planning, research and decision-making.
- 13.4. Supervise and evaluate the performance of assigned personnel.
- 13.5. Coordinate, develop and maintain decision-making support and reporting systems and procedures.
- 13.6. Interpret, apply and explain rules, regulations, policies and procedures as they relate to an overall quality management system.
- 13.7. Prepare comprehensive narrative and statistical quality management system reports.
- 13.8. Direct the maintenance of a variety of reports, records and files related to assigned quality management system activities, including external auditing and accreditation reports.

14. Specific Convocation Responsibilities

- 14.1. Attend convocation ceremonies.
- 14.2. Assist in the leadership of reviewing the convocation ceremonies and related activities to identify quality assurance practices and recommended changes.