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OPPORTUNITY PROFILE **VICE PRESIDENT ENROLMENT AND STUDENT EXPERIENCE**

LOCATION: NANAIMO, BC



the right people

VANCOUVER ISLAND UNIVERSITY | VP ENROLMENT AND STUDENT EXPERIENCE

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THE ORGANIZATION

VANCOUVER ISLAND UNIVERSITY

Vancouver Island University (VIU) is a public special purpose teaching university in Canada serving Vancouver Island and coastal British Columbia. Located on the traditional territories of the Snuneymuxw, Quw'utsun, Tla'amin, Snaw-naw-as and Qualicum First Nation, VIU combines the personalized learning environment of a teaching-focused institution with applied research, community engagement and workforce-responsive programming that reflects the unique needs of the regions it serves. VIU's regional mandate and deep connection to Vancouver Island communities position the university uniquely within provincial conversations related to regional workforce development, community resilience, applied innovation, and access to education outside major urban centres.

From its beginnings in 1936 as the Nanaimo Vocational School to becoming a university in 2008, Vancouver Island University has evolved alongside the communities it serves. Today, VIU delivers responsive, high-impact education and applied research that support the social, cultural, environmental, and economic development of the region. The University is recognized for its student-centred approach, hands-on learning opportunities, Indigenous engagement and strong partnerships across Vancouver Island and coastal BC that help improve lives and strengthen communities.

VIU believes the doors to a university education should be open to everyone. Rooted in a culture of care, connection and inclusion, the University is committed to creating welcoming learning and working environments where students, employees and communities can thrive. The University serves a richly diverse community of learners, including Indigenous students, international students, first-generation learners, adult learners, students leaving care, incarcerated students, and neurodiverse learners.



VIU values diversity of thought, identity and experience and measures its success through the achievements of its learners, the strength of its partnerships and the positive impact it has on communities across the region.

VIU serves a broad geographic region through campuses in Nanaimo, Duncan and the qathet region (Powell River), as well as specialized learning and research facilities including the Deep Bay Marine Field Station and Milner Gardens and Woodland. Together, these campuses and facilities create unique opportunities for hands-on learning, community-engaged research and public connection to the University's teaching and scholarship activities. Over decades of growth and change, VIU has expanded its reach and impact while maintaining a deep commitment to the people, communities and industries of the mid-Island region.

With approximately 12,000 students, including approximately 1,200 international students across 85 countries, over 100,000 alumni in 160 countries, approximately 1,150 faculty and staff members across its campuses, VIU offers more than 100 programs. Students can pursue pathways ranging from adult basic education and dual-credit opportunities with regional school districts to trades training, undergraduate and select graduate degrees, certificates and diplomas. VIU is dedicated to strengthening its role as a regional hub for innovation, workforce development, community-engaged research and Indigenous education while remaining deeply committed to access, engagement and student success.

To learn more, please visit Vancouver Island University's [website](#)

Reporting to the President and Vice-Chancellor and serving as a member of the Executive Team, the Vice-President Enrolment and Student Experience provides leadership for VIU's enrolment strategy, student services, student experience, retention, completion, and the overall student pathway from first interest through graduation.

The Vice-President Enrolment and Student Experience is a key institutional leader with responsibility for helping VIU grow, serve students better, and build more effective practices, policies, standards, and processes across the student journey. The role works closely with the President, Provost, executive colleagues, Deans, faculty, the Registrar, staff, students, Indigenous communities, employers, school districts, agents, government partners, and community organizations to strengthen VIU's enrolment position and improve student outcomes.



VIU has moved through a significant period of financial and organizational challenge and is now entering a new phase focused on renewal, sustainability, enrolment recovery, student success, and positive change. In an evolving post-secondary landscape shaped by demographic change and changing learner expectations, the Vice-President Enrolment and Student Experience will help position VIU for future success by leading an integrated approach to strategic enrolment management, student success, and the overall student experience. The successful candidate will bring a practical and proven record of enrolment leadership, student-centred service improvement, strategic enrolment management, and collaborative institutional change. VIU is seeking a leader who understands that future growth will require stronger recruitment, better conversion, improved retention, clearer student pathways, more coordinated services, and a more accessible and responsive student experience.



The Role

The Vice-President Enrolment and Student Experience provides strategic leadership for VIU's enrolment and student experience functions, including domestic and international recruitment, enrolment management, admissions, registration, student records, financial aid and awards, advising, counselling, student health and wellness, accessibility services, student engagement, student conduct, career-related supports, international student supports, student housing, athletics and recreation and other student success functions.

A major priority will be the development and implementation of a strengthened strategic enrolment management framework. The Vice-President will provide executive leadership for strategic enrolment management, working in close partnership with the Provost and Vice-President Academic to align enrolment goals with academic planning, program development, scheduling, and student success priorities. The role will work closely with the Registrar to align enrolment operations, services, policies, systems, and planning with institutional priorities.

Enrolment growth will be a central responsibility. This includes strengthening VIU's domestic recruitment, rebuilding and diversifying international enrolment where possible, improving outreach to regional and provincial learners, and making VIU more accessible to Indigenous, transfer, mature, working, returning, rural, and non-traditional students. The role will require an understanding of demographic trends, changing learner expectations, and the opportunities and challenges facing the post-secondary sector as VIU positions itself for sustainable future growth. This work includes collaborating closely with Indigenous Education and Engagement and co-developing pathways with Indigenous communities that support learner access, transition, and success. The role will require leveraging data, market intelligence, communications, CRM tools, recruitment practices, admissions and registration processes, and program-level enrolment planning.



The Vice-President Enrolment and Student Experience will also provide leadership for student retention and completion. VIU must ensure that students can understand their options, enter appropriate programs, receive timely support, navigate requirements, access services, and complete their studies. This work will require close alignment with academic planning, advising, course scheduling, registration, financial aid, student wellness, accessibility, career supports, and student engagement programming. Particular attention will be given to supporting Indigenous learner access, persistence, completion, and overall student success, in partnership with Indigenous communities and Indigenous Education and Engagement.

A further priority is strengthening student services and the student experience through clearer standards, better coordination, and more consistent practices. VIU is committed to providing an integrated student experience that is accessible, easy to navigate, proactive, data-informed, and responsive to the needs of a diverse student population. The Vice-President will provide leadership in understanding and enhancing the lived student experience and will lead improvements in service design, case management, orientation, advising models, student communications, student engagement, wellness supports, accessibility, and student conduct practices. The role will foster student belonging and engagement, strengthen student voice and participation, support co-curricular learning opportunities, and help create inclusive and welcoming campus environments that contribute to student success.

The portfolio will work closely with the Vice-President Administration and Chief Operating Officer (VPA and COO) on student-facing campus services such as: food services, bookstore, parking, and other operational services that influence the student experience. While these services may be managed operationally in another portfolio, the Vice-President Enrolment and Student Experience will define student experience expectations and feedback mechanisms that support student satisfaction and success. The VP will jointly oversee student housing with the VPA and COO, with the VPA and COO responsible for the ancillary and facility operations of Student Housing and the VP Enrolment and Student Experience responsible for all student-facing services.

This role provides executive leadership for the university's international education and global engagement



portfolio, including international partnerships, student mobility, compliance with provincial and federal international education requirements (including the British Columbia Education Quality Assurance (EQA) framework and Provincial Attestation Letter (PAL) obligations), and international travel risk management. The successful candidate will strengthen relationships across the University and beyond it. This includes modelling strong connections with students, school districts, Indigenous communities, employers, agents, alumni, community organizations, and other post-secondary institutions.

Key Priorities

The next Vice-President Enrolment and Student Experience will provide leadership for:

- A strengthened strategic enrolment management framework that connects recruitment, admissions, registration, retention, completion, student success and academic planning;
- Enrolment recovery and future growth, including domestic recruitment, international recruitment, transfer pathways, Indigenous learners, mature learners, working learners, regional students, and other underserved or non-traditional student populations;
- Improved conversion from inquiry to application, admission, registration, and attendance, supported by better data, communications, systems, and student-centred processes;
- Student retention and completion strategies developed in close partnership with the Provost and Vice-



President Academic, Deans, faculty, the Registrar, advisors, and student support teams;

- More accessible, coordinated, and proactive student services that reflect best practices in advising, wellness, accessibility, accommodations, financial aid, student conduct, orientation, case management, and student communications;
- A stronger student experience model that supports belonging, engagement, leadership, co-curricular learning, wellness, community connection, and student voice, and inclusive campus communities that contribute to student success;
- Improved policies, standards, practices, and processes across the student pathway, with a focus on clarity, consistency, service quality, accountability, and timely implementation;
- Stronger partnerships with Indigenous communities and Indigenous Education and Engagement to support learner access, transitions, persistence, completion, and success, and the co-development of pathways that advance reconciliation and Indigenous student success;
- Stronger partnerships with school districts, employers, community organizations, agents, alumni, and other post-secondary institutions;
- Whole-university collaboration, ensuring that enrolment and student success priorities are developed and implemented in partnership with Academic, Administration and Operations, Finance, HR, IT, Marketing and Communications, External Relations, Senate, and other key areas.



THE PERSON

Skills and Experience Required

The Search Committee recognizes that no one individual is likely to meet all the following criteria in equal measure; nevertheless, the following background, experience, and personal qualities are desirable and will be sought in candidates

The ideal candidate will bring a strong record of progressively responsible senior leadership in enrolment management, student affairs, student services, registrar functions, recruitment, student success, or a related post-secondary portfolio.

The successful candidate will have demonstrated experience leading strategic enrolment management, student service improvement, recruitment strategy, retention initiatives, student success planning, or comparable institutional change. They will understand how to work constructively with academic leaders, service teams, governance bodies, students, and institutional partners to improve enrolment outcomes and the student experience.

The successful candidate will bring strong data literacy and experience using enrolment analytics, market intelligence, student success data, service metrics, and institutional evidence to guide decisions. They will understand the connections among academic programs, recruitment, admissions, registration, advising, student support, retention, completion, and institutional sustainability.



Experience working effectively with Deans, faculty, the Registrar, staff, students, unions, executive colleagues, Indigenous communities, employers, agents, school districts, and external partners is important. Experience in a teaching-focused, regional, applied, trades, professional, technology-enabled, or access-oriented post-secondary environment would be a strong asset.

The successful candidate will also bring a demonstrated commitment to Indigenous student success, reconciliation, equity, diversity, accessibility, student-centred service, including experience building respectful relationships with Indigenous communities, advancing initiatives that improve Indigenous learner access, persistence, and completion and supporting the success of a diverse student population.

Personal and Leadership Attributes

VIU is seeking a leader who is strategic, practical, student-centred, collaborative, data-informed, and service-oriented, with the ability to anticipate and respond to changing learner expectations and an evolving post-secondary environment. The successful candidate will be able to build trust, communicate clearly, listen carefully, and lead change with confidence and respect.

The role requires someone who can work across the University and contribute to the success of the whole institution. The successful candidate will value good governance, strong evidence, clear standards, disciplined implementation, constructive relationships, and meaningful engagement with students, faculty, staff, communities, and partners.

VIU needs a Vice-President Enrolment and Student Experience who can help build positive momentum. The successful candidate will bring optimism, judgement, resilience, humility, and the ability to help people move from challenge to renewal.

Education Required

A graduate degree is normally expected, preferably in a relevant field. A doctoral degree would be considered an asset. Candidates with equivalent professional credibility and substantial relevant senior leadership experience may be considered.



Competencies and Personal Characteristics

Leadership – Achieves desired organizational results by encouraging and supporting the contribution of others; a proactive and positive team player who acts with a sense of urgency and leads by example; sets and communicates clear goals.

Accountable – Holds self and others accountable for responsibilities; focuses on results and measuring attainment of outcomes in a business focus.

Strategic – Develops a plan in support of organizational strategic direction. Demonstrates an understanding of the link between one's job responsibilities and overall organizational goals.

Integrity and Honesty – Demonstrates a resolute commitment to and respect for the spirit behind the rules and core values of the organization, setting an example of professionalism and ethical propriety.

Influential and Collaborative – Has an open and consistent approach to working with others and possesses strong interpersonal skills, with the ability to build relationships and develop/maintain partnerships, obtaining partner agreement.

Creativity and Innovation – Develops new insights into situations; questions conventional approaches; encourages new ideas; designs and implements new or cutting-edge programs/processes.

Effective Working Relationships – Treats colleagues, and stakeholders with respect; resolves conflicts in a timely manner, negotiates effectively, and provides effective feedback to colleagues/employees.

Communication – Clearly presents written and verbal information; writes with clarity and purpose; communicates effectively in both positive and negative circumstances; listens well.

People Development – Fosters learning and development of others through coaching, managing performance and mentoring; has a genuine desire to develop others and help them succeed; formally and informally recognizes deserving staff and colleagues.

Partner Focused – Anticipates and attends to the needs of internal and external partners of the organization; keeps partner interests in the forefront.



COMPENSATION

A competitive compensation package will be provided including an attractive base salary with a range of \$223,537 to \$254,019, plus excellent benefits. Further details will be discussed in a personal interview.

FOR INFORMATION PLEASE CONTACT:

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