



Executive Brief

President & CEO



Prince Edward Island | Epekwitk



A message from the Board Chair

On behalf of the Board of Governors, I am pleased to welcome your interest in the opportunity to serve as the seventh President & Chief Executive Officer of Holland College.

For over 50 years, Holland College has been a leader in applied learning across Prince Edward Island, the Atlantic region, and internationally. With strong community ties and valued partnerships with local industries, Indigenous communities, and other institutions, we've built a reputation for accessible, hands-on education that drives real impact.

Holland College is uniquely positioned. With a dedicated team of faculty and staff, innovative academic programming, and modern campuses across PEI, we are preparing graduates to meet the challenges of a rapidly evolving workforce. We are also playing a vital role in the economic and social well-being of our Island communities and beyond to Atlantic Canada.

As we look to the future, the next President & CEO will lead a dedicated and talented team, build on a strong foundation, and guide the College into its next chapter. This is a time of great opportunity—to deepen community engagement, strengthen academic innovation, and champion equity and access for all learners.

The Board is seeking a dynamic and collaborative leader —one who embodies Holland College's core values: Innovation, Applied Learning, Inclusion, Engagement, Environmental Responsibility, and Inspiration. Someone who listens, inspires, and understands both the transformative power of education and the unique strengths of this region.

We invite you to consider this exciting opportunity to shape the future of Holland College and help make a meaningful difference across our Island and beyond.

Jessie Inman, MBA, ICD.D, FRCGS
Chair, Board of Governors & Chair,
Presidential Search Committee



Land Acknowledgement

In the spirit of Reconciliation, we at Holland College acknowledge that the land and waters we share is the ancestral and unceded traditional territory of the Mi'kmaq Nation. Prince Edward Island, known since time immemorial as Epekwitk (meaning, lying on the water), is where the historic Treaties of Peace and Friendship were signed in 1725. We recognize and pay our respects to the wisdom of the Elders and Knowledge Keepers past and present who connect, care for and share stories of creation. It is in this light that we honor the contributions of the Mi'kmaq people, grateful to live, grow and learn; committed to cultivating relationships woven with the Seven Sacred Teachings.

Photo taken by David D. Varis





About Holland College

Inspiring today. Creating tomorrow.

For over 50 years, Holland College has provided hands-on industry-focused training on Prince Edward Island. Founded in 1969, the College has grown to include multiple campuses across the province and offers more than 60 full-time programs designed to help students define what's next in their lives and careers.

Holland College programs consist of practical, industry-driven curriculum that prepares its students to enter their chosen field with confidence. At Holland College, small class sizes ensure that our highly qualified instructors have time to get to know their students, personalizing the learning experience. Holland College centres offer students state-of-the-art facilities featuring the most advanced learning materials and technology.

prospective students seek: a blend of hands-on and theoretical training, pathways to higher learning, and a welcoming atmosphere set in the beautiful surroundings of Canada's smallest province.

Home to renowned institutions such as The Culinary Institute of Canada and the Atlantic Police Academy, and supported by the spirited Holland Hurricanes athletic teams, the college provides a vibrant and supportive learning environment.

Holland College recently launched its Centre for Student Wellness and Academic Success—an innovative, student-focused hub offering integrated academic, physical and mental health supports, reflecting the College's deep commitment to holistic student success.

Holland College provides many of the key qualities



President & CEO – Holland College

Holland College At a Glance

Holland College is home to more than 2,600 full-time and part-time students including:

- More than 600 International students from 63 countries
- 685 adult education students
- 733 language training students
- An additional 1,300 full-time students in China
- An additional 7,934 continuing education students
- 93% of recent grads would recommend Holland College to a friend
- 87% of graduates working in a job related to their field of study

Over 45,000 alumni from full-time and part-time programming and more than 60,000 alumni from Adult Education, Language Training and Continuing Education courses

More than 60 programs in the following areas of study:

- Applied Sciences
- Arts and Media
- Atlantic Police Academy
- Business
- Community Studies
- Computer Studies
- The Culinary Institute of Canada

- Engineering Technology
- Health Studies
- Industrial Technology and Trades
- Language Training
- Marine Training
- Sport and Recreation

More than 130 degree pathways available

Island-wide Campuses and Centres including:

- Atlantic Police Academy
- Belmont Centre (LINC Programs)
- Georgetown Centre & Adult Education
- Marine Training Centre
- Prince Of Wales Campus & Adult Education
- Scotchfort Adult Education
- Summerside Waterfront Campus & Adult Education
- Tourism & Culinary Centre
- West Prince Campus & Adult Education

One of the founding institutions of Canadian Colleges for a Resilient Recovery (C2R2)

Mission

Empowering diverse, student-focused learning, strengthening communities, and supporting future prosperity.

Vision

Inspiring Today. Creating Tomorrow

Values

- Innovation
- Applied Learning
- Inclusion
- Engagement
- Environmental Responsibility
- Inspiration



Position Profile

Overview

Reporting to the Board of Governors, the President & CEO of Holland College serves as the academic and administrative leader of the institution. The role is responsible for capturing, developing, and articulating the vision of the College community and for ensuring that academic and administrative policies are in place and effectively implemented to support this overarching vision.

The President & CEO leads a diverse and talented senior leadership team and builds a strong, trusting relationship with the Chair and Board of Governors. The role involves strengthening existing partnerships and cultivating new ones across Prince Edward Island and Canada to further the College's strategic goals.

The President & CEO develops and implements strategic plans with clear, measurable objectives, with approval by the Board of Governors. Responsibilities include overseeing annual KPIs and regular reporting, ensuring alignment with the evolving needs of students, employers, and communities. Accountable for the effective operational and fiscal management of the College, the President & CEO ensures prudent budget planning and resource allocation in accordance with strategic priorities. This includes implementing strategies to grow revenue, ensure financial sustainability, and maintain sound board-approved governance practices.

The President & CEO champions a student experience that reflects the College's core promise – a commitment to diverse, student-centred education aimed at providing an environment where all students can thrive and succeed. By working closely with government and industry leaders, the President & CEO enhances the well-being of the College community and the broader population of PEI, while fostering an inclusive workplace culture that provides equal opportunity for all. Ultimately, the President & CEO focuses on increasing the capacity of graduates to succeed and contribute meaningfully to the organizations and communities in which they live and work.

Position Profile (Continued)

Mandate

Lead Toward a Renewed Vision

- Through an engaged dialogue with the Holland College community including students, faculty, staff, board of governors, alumni, industry and other external partners, co-create, articulate and deliver the vision and strategic direction for Holland College.
- Build on success and strengths of Holland College and recognize the need for the College to be relevant, innovative, and sustainable.
- Lead Holland College in defining its unique identity and further long-term success, by continuing to evaluate, evolve, focus, and articulate its identity and vision.
- Ensure the necessary organizational structure, resources, policies and procedures, reporting and accountability mechanisms are in place to successfully implement the College's priorities.
- Role model principles of transparency, integrity, and respect for all administrative matters.
- Ensure a comprehensive, two-way, ongoing, communications plan to ensure engagement, openness and transparency across the College.
- Lead the College's infrastructure and capital development strategy with a focus on accessibility, and long-term sustainability.
- Champion a culture of innovation and quality through the College's ISO certification, ensuring programs and support services meet the highest standards of excellence, accountability, and responsiveness to student and community needs.

Ensure Operational Effectiveness

- Apply strong financial acumen and strategic foresight to ensure the College's long-term financial sustainability, resilience, and adaptability amid declining international enrollment and evolving budgetary constraints.
- Use an entrepreneurial and innovative lens to identify and assess opportunities to leverage support that will ensure the growth and prosperity of the College.
- Lead, empower, and leverage the strength of the senior leadership team in continuing to promote the College's open, transparent, inclusive, collaborative, and collegial work culture.

Foster Strong External Relations and Actively Engage with the College Community

- Be a visible and involved leader across Holland College's campuses and their communities.
- Serve as a proud ambassador for Holland College by strengthening its profile and cultivating strategic relationships with alumni, donors, industry, government, and community partners.

Position Profile (Continued)

Mandate (Continued)

Foster Strong External Relations and Actively Engage with the College Community (Cont'd)

- Foster collaborative partnerships with UPEI, First Nations communities, post-secondary institutions across Canada, and key provincial and federal partners.
- Build on current partnerships and grow new ones to advance Holland College's strategic goals.
- Build an open, transparent, and trusted relationship with the Chair and Board of Governors of Holland College.
- Develop and participate in funding initiatives that promote diversity in revenue streams in support of Holland College's mission and long-term sustainability.
- Be a strong steward of Holland College's mission, vision and values.

Promote Student Success and Engagement

- Participate actively in all aspects of the vibrant Holland College community and work to support an engaging and inclusive student experience on campus.
- Demonstrate a commitment to student success by fostering and supporting student learning, experience, growth, development, and evolving needs.
- Continue supporting and promoting student access to industry leaders and career-relevant work experiences.

- Work collaboratively with the student leaders to ensure that Holland College continues its mission as a student-focused College and to encourage productive relationships between administration and the student body.
- Foster meaningful relationships and on-going communication with students, and work in close consultation with students to assess and articulate how decisions and choices affect the student experience.

Prioritize Strategic Enrolment

- Lead the strategy to diversify the College's student population, to ensure sustainable enrolment numbers with a focus on growing domestic students, while continuing to support the enrolment growth in international student population.
- Enhance the College's brand visibility and reputation to support student recruitment and strengthen its appeal to both domestic and international audiences.

Champion Innovation in Learning Models and Program Renewal

- Support the development of learning opportunities with multiple pathways, methodology alternatives, and new means of delivery.
- Devise and lead a strategy for the College's plans for program renewal and new program implementation.

Position Profile (Continued)

Mandate (Continued)

Champion Innovation in Learning Models and Program Renewal (Cont'd)

- Identify opportunities for the College to implement new programs that respond to evolving industry needs and attract both domestic and international students.

Demonstrate Commitment to Equity, Diversity, Inclusion and Indigenous Reconciliation

- Lead and support programs and initiatives that invite, embrace and increase the diversity of ideas, cultures and peoples within the Holland College community.
- Authentically engage the College community to create working and learning environments that are accessible and characterized by a sense of inclusion and belonging.
- Ensure that principles of equity, diversity and inclusion are embedded in policies, practices and programs.
- Support the College's international student population by bolstering student supports and services to encourage retention and engagement.

- Connect and build trust with regional Indigenous communities, institutions, and leaders in an effort to preserve and strengthen existing relations, and promote and support different ways of knowing.
- Support the faculty and staff within the College in strengthening the student experience for Indigenous students through appropriate resources and support.



Position Profile (Continued)

Key Responsibilities

- Propose to the Board of Governors Strategic Plans that set out well-defined objectives while reflecting the evolving needs of individuals, employers and communities while articulating the College's values, strengths and aspirations;
- Implement Strategic Plans through annual KPIs and rigorous evaluation of progress in regular and annual reporting;
- Ensure the financial health and vitality of the College;
- Recruit and lead administrative staff, faculty and support staff consistent with College values, objectives and resources;
- Proactively, be mindful of recent and anticipated trends, opportunities and challenges;
- Be a strong champion and advocate of Holland College (internally and externally).
- Grow the College's revenues through engaging in and supporting its revenue generating initiatives and fundraising;
- Working with its members individually and collectively, ensure that the College has robust, aligned and effective leadership;
- Ensure that the College meets the needs of individuals, employers and its communities;
- Work openly and collaboratively with the Chair and members of the Board of Governors to ensure good governance and the development and implementation of effective policies;
- Ensure the vitality and effectiveness of other governance mechanisms such as program advisory councils, or other related Councils the College establishes;
- Champion and ensure a student experience of programs and services that lives up to the College's core promise;
- Lead innovation and change that will enhance the College's relevance, differentiation, capabilities and success;
- Collaborate with government to advocate for the College and societal needs; respond to societal needs, government priorities and legislated or regulated initiatives, thereby contributing to the wellbeing of members of the College community and residents of PEI;
- In all endeavours, work toward increasing the College's graduates' capacity to achieve success and contribute to the organizations and communities in which they work and live; and
- Ensure an inclusive College workplace culture that provides equal opportunity for all of its people consistent with the PEI Human Rights Act and government legislation.



Shaping Futures: Holland College Strategic Plan

Holland College completed an extensive consultation and engagement process in the fall of 2019 to develop its strategic plan. The college's priority in the process, which was called NEXT50, was to engage as many stakeholders as possible to create a document which would provide direction for the college. The strategic plan was built from the ground up by students, faculty, staff, alumni, industry representatives and members of the private and public sector.

With the current strategic plan coming to an end, developing a new plan will be a key priority for both the College and its next President & CEO.

[Shaping Futures, Holland College's Strategic Plan](#), includes four goals:

Innovative & Flexible Programming

- Innovative Programming
- Post-Graduate Pathways
- Teaching Excellence

Supports & Inclusion

- Student Support Centre
- Mental Health and Wellness
- Enhanced Diversity
- Indigenous Relations

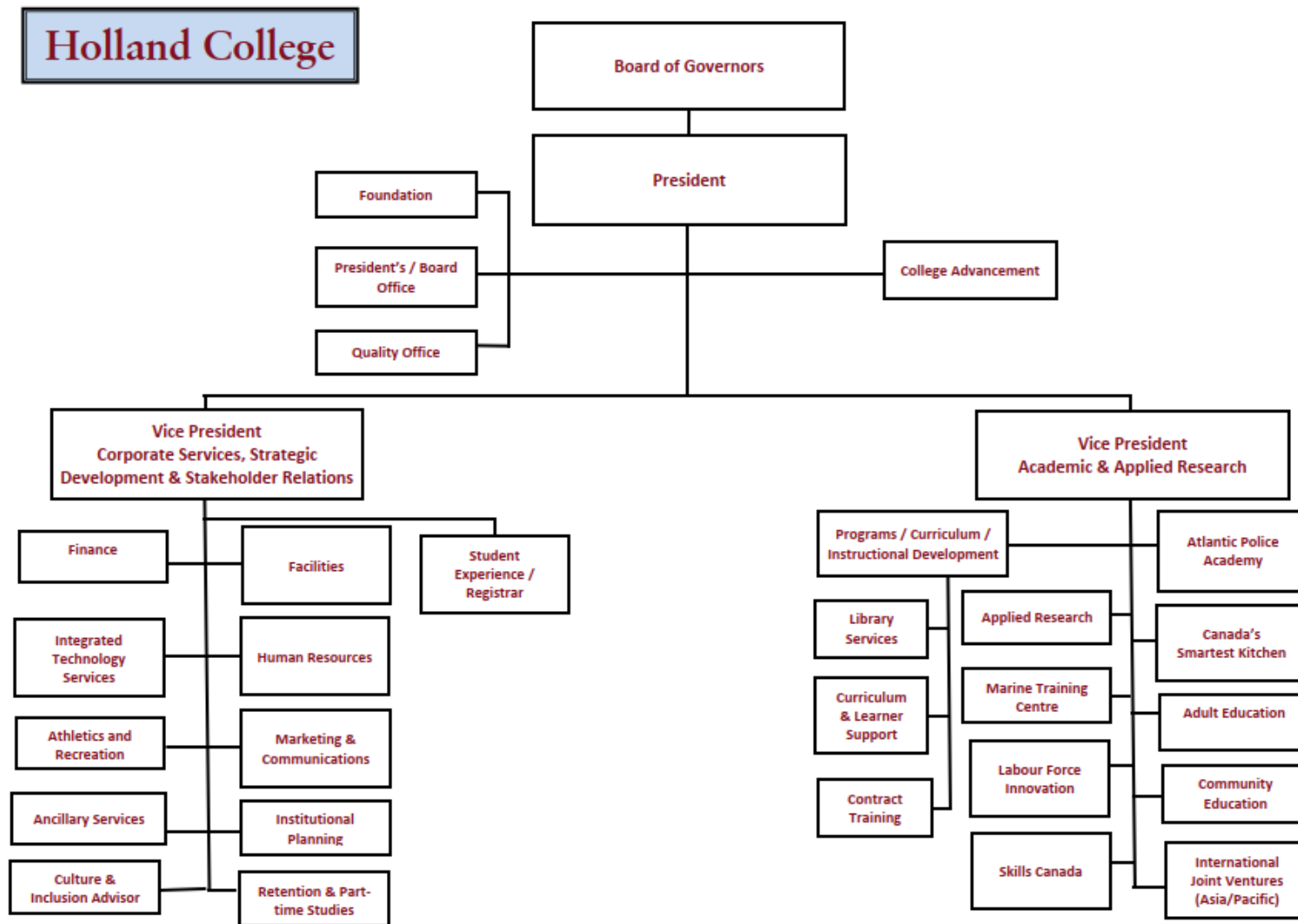
Environmental Leadership

- Climate Leadership
- Green Innovation
- Transportation Impact
- Built Environment

Corporate Innovation

- Applied Research
- Technology
- Fiscal Planning and Accountability
- Marketing and Communications
- Employee Development, Retention & Succession Planning

Organizational Chart





Ideal Candidate Profile

The ideal candidate will be an innovative, learning-centred, and inclusive leader who is deeply committed to student success and community engagement. This individual is highly visible and actively engaged across the College's campuses and the communities they serve. The ideal candidate will bring a forward-looking perspective, grounded in a strong understanding of current and emerging trends in post-secondary education. They will bring clarity and confidence to financial decision-making, ensuring the College remains resilient, responsive, and focused on long-term sustainability. With a proven track record of fiscal leadership, they will have a deep understanding of the financial realities facing higher education today.

With demonstrated experience and proven success in a senior leadership role within a complex, multi-stakeholder environment, the ideal candidate will demonstrate strategic thinking and the ability to lead with purpose and vision. The ideal candidate will have extensive experience in leading innovative change, developing and executing long-term strategic plans, and working effectively with a board of governors, government, industry, and community partners. They value relationship-building and have a proven ability to develop partnerships that advance institutional goals. Inspired by Holland College's mission and legacy, they will be dedicated to shaping its continued growth and future success.

Known for their exceptional communication and consensus-building abilities, the ideal candidate is collaborative and builds trust while inspiring and motivating a high-performing team. Grounded in the values of equity, diversity, and inclusion, the candidate will bring experience in fostering a collegial and inclusive workplace culture where all individuals feel empowered, valued and engaged.

Ideal Candidate Profile (Continued)

Experience and Qualifications

While the search committee recognizes that no one candidate is likely to meet all of the following qualifications in equal measure, they are desirable and will be used in the assessment of candidates for the position:

- Minimum of a Master's degree;
- Proven success in a senior leadership role in a complex, multiple stakeholder, environment (post-secondary sector or broader public/private sector with links to the education sector);
- Demonstrated financial acumen, with proven experience and success guiding sustainable decision-making;
- Evidence of continuous learning;
- Demonstrated ability to build a cohesive, collegial and engaged work culture in which everyone feels included and valued;
- Experience in developing, implementing and delivering on long-term strategic plans;
- Earned reputation as a visible, engaged member of a community;
- Experience in developing strong, sustained, and productive partnerships that advance an organization's growth, revenues/ funds and success;
- Proven ability to inspire, motivate, and lead a strong management team;
- Demonstrated commitment to diversity, equity, inclusion, and accessibility;
- Demonstrated success in leading an organization through the implementation of innovative programming and/or initiative;
- Demonstrated passion for student learning;
- Demonstrated ability to build strong working relationships with the Boards of Governors and Foundation Board of Directors;
- Demonstrated expertise in government relations, community engagement, or external partnerships;
- Experience working with unions, with a proven record of building long-term, trust-based partnerships aligned with institutional goals;
- Experience working within an ISO certified institution is considered an asset.

Ideal Candidate Profile (Continued)

Competencies and Personal Attributes

Visionary and Strategic Leadership

- You demonstrate integrity, earn trust, and build credibility through transparent and principled leadership.
- You possess the foresight to anticipate future trends and challenges, articulate a compelling vision, and rally the College community around shared goals.
- You think holistically, develop strategic opportunities, assess, articulate and communicate to faculty, staff, and students how decisions are made to advance the academic mission, the student experience and overall success of Holland College.

People-Centred and Inclusive Leadership

- You are a collaborative leader who fosters a culture of inclusion, respect, and shared purpose.
- With high emotional intelligence and superb interpersonal skills, you build strong relationships across diverse groups, encourage consensus, and create an environment where all voices are heard and valued.
- You have a strong commitment to increasing accessibility, equity and diversity and consistently apply a sense of fairness and commitment to considering and including a broad range of perspectives, world views, and knowledge.

Communication and Relationship Building

- You are an exceptional communicator and are skilled at active listening, and clear and persuasive communication.
- As an active and visible spokesperson, you are comfortable being a pillar of the College. You engage effectively with internal and external stakeholders, ensuring transparency, alignment, and trust across the college and broader community.
- Externally, you foster strategic partnerships that connect the College with corporate, community, government and academic partners.
- Internally, you encourage collaboration across the College and among students, faculty and staff.

Operational and Financial Stewardship

- You bring strong business and financial acumen, ensuring the College's sustainability through sound fiscal management, strategic resource allocation, and revenue generation.
- You balance innovation with accountability, aligning operations with institutional goals.
- You approach fiscal and risk management from a disciplined perspective and ensure data-informed decision-making.

Ideal Candidate Profile (Continued)

Competencies and Personal Attributes (Continued)

Learning-Centred and Student-Focused

- As a learning-centred leader, you champion student success and academic excellence.
- You understand the evolving needs of learners and educators, and foster an environment that supports innovation in teaching, learning, and applied research.
- Your leadership reflects a deep commitment to lifelong learning and educational access.
- You value and respect active student engagement and foster a culture within which all student voices are encouraged and heard.

Innovation and Institutional Advancement

- With an entrepreneurial spirit and creative mind, you envision possibilities and mobilize people to realize them.
- You are energized by diverse ideas, thoughts and perspectives.

- You have the courage to support innovative thinking across Holland College and can foster and lead within a culture that is nimble in how it adapts and changes.
- You lead and support teams with energy and enthusiasm, encouraging bold ideas and continuous improvement.
- As both a team leader and team player, you cultivate a culture of excellence.

Resilient Leadership

- You maintain focus and determination in the face of pressure, scrutiny, ambiguity, and complexity.
- You consistently overcome challenges with perseverance.
- You possess a proven ability to adapt to shifting internal and external landscapes while maintaining an unwavering commitment to the college's strategic vision, mission and values.





Living in Charlottetown, PEI

The beautiful City of Charlottetown is located on the south shore of Prince Edward Island, just off the eastern shore of Canada in the Gulf of St. Lawrence. It offers its residents a high quality of life, while at the same time, offering a low cost of living.

It is separated from the mainland by the Northumberland Strait but connected to New Brunswick by the Confederation Bridge. Centrally located and easily accessible, Charlottetown is located within a 45-minute drive to all major points of access to and from the Island.

Charlottetown is rich in history and culture and is the hub of provincial government, commerce and technology, and health and educational institutions for the province. The Confederation Centre of the Arts provides live theatre, including the Charlottetown Festival during the summer months and a nationally ranked art gallery. There are 11 National Historic Sites of Canada located in Charlottetown, including Province House, which hosted the Charlottetown conference in 1864, the first gathering of political representatives to debate the proposed Canadian Confederation.

Quick Facts About Charlottetown:

- Charlottetown's central location provides easy access to numerous beaches, resorts, and golf courses, most under a 45-minute drive from the city.
- The Charlottetown region has a population of almost 87,000, just over half of the province's total population.
- Enjoy travel with convenient access to and from Prince Edward Island via the Charlottetown Airport, offering direct flights to major Canadian cities and select international destinations.
- The average temperature range for each season in Charlottetown is as follows:
Summer 20°C (70°F) to mid 30°C (90°F)
Spring / Autumn 8°C to 22°C (46°F to 72°F)
Winter 3°C to -22°C (25°F to -7.6°F)

To learn more about the city of Charlottetown, we encourage you to visit:

- www.charlottetown.ca
- www.discovercharlottetown.com

Becoming a Candidate

The following is a list of the steps that we anticipate in this executive search. We would also like to bring to your attention to several key issues we recommend you consider as you navigate the search process.

Applications can be submitted online [here](#).

Interview with KBRs

As we receive the applications of interested candidates, we compare them against the key selection criteria set by the Search Committee. We arrange to speak with those candidates whose experience and qualifications are closest to the ideal candidate profile.

In your initial interview with KBRs, you may speak with both the recruiter and partner, who will seek to understand more about your background, qualifications, experience, and interest in the position.

As you move forward in the search process, to ensure you are seriously interested in the position, we will ask you to consider:

- **Terms of an appointment** including compensation and benefits.
- **Relocation** including housing, schools, relocation assistance and other matters of importance to you. If you do not live on Prince Edward Island and a physical move will be unacceptable to you, please determine that at this stage.
- **Alignment** of this role and organization to your personal objectives and preferences. If you have questions that you would need to have answered before deciding to pursue this role, please let us know. If appropriate, we will attempt to arrange a conversation between you and our client so you can make a well-informed decision.
- If you are an **international candidate or foreign worker**, in addition to applying for this position, you may want to explore the Government of

Canada's website to learn more about [Working in Canada at this link](#).

After considering these factors, in fairness to everyone concerned, please do not proceed further with this process if you are unlikely to accept the position if it is offered to you. We will ask our client to extend the same courtesy to you.

Search Committee Interviews

The Search Committee will consider all candidates and invite a small group to move forward. Typically, this next step is an interview with the Search Committee, facilitated by a lead from KBRs.

If there is a desire to move forward with your candidacy after the initial interview with the Search Committee, you will be invited for further conversations with the Search Committee and College community. The format and nature of these conversations will allow you to learn more about Holland College and begin to set the conditions for successful integration of the next President & CEO. The Committee commits to respecting the confidentiality of your interest in this process.

Shortly after these conversations, if both you and the Search Committee wish to proceed, we will work with you and Holland College to create mutually acceptable terms of employment subject to the Committee's satisfaction with background and reference checks.

Resume Accuracy / Background Checks

If you progress to the interview stage, you will be asked to provide information to allow our client to conduct a thorough background check, including reference checks and verification of your education, designations, and awards. We will seek your permission to perform these verifications before we proceed. Should you decide not to allow verification of your background or criminal history, our client will be informed, and they will decide how to proceed with your candidacy.

Becoming a Candidate (Continued)

Reference Checks

Reference conversations will take place should you advance past the initial Search Committee interview. You will be asked to provide references who represent 360-degree working relationships you have had for the past several years, whether supervisors, peers, or subordinates. KBRS's policy is to present to our client a minimum of three to six references before an offer is made.

Privacy and Confidentiality

KBRS respects the privacy and confidentiality of personal information provided by candidates for our search assignments. The above information will be in accordance with the Personal Information Protection and Electronic Documents legislation. A copy of our Privacy Policy is available for your review on our website at

<https://www.kbrs.ca/privacy-policy>.

Offer Etiquette

We ask that you honour two standards of professionalism if you choose to become a candidate in this process:

- If an offer is extended to you, you commit to holding the details in confidence (with the exception of discussing it with members of your immediate family) and agree that you will not discuss the offer with your present employer.
- If you say you will accept the offer our client can count on your word, otherwise please withdraw as a candidate. We want our client to avoid the substantial loss of time and opportunity cost that would accompany a reversal of your decision, as you would want to avoid handing in

your resignation and then having our client cancel your offer. Experiencing feelings of self-doubt when making a career change are common and should be prepared for. If either of these standards of professionalism are unacceptable, please let us know before becoming a candidate.

Equity, Diversity, and Inclusion Statement

Holland College is committed to fostering a respectful working and learning environment. Equal opportunity will be given to applicants of diverse backgrounds. Holland College welcomes applications from individuals with marginalized identities and accommodations are available on request for candidates taking part in all aspects of the selection process.

Should you require an accommodation to participate fully in the recruitment process, please inform KBRS at accommodate@kbrs.ca.



Contact Us in Confidence



Katherine Frank
Partner
kfrank@kbrs.ca



Lauren Wright
Consultant
lwright@kbrs.ca



Chris Gibson
Sr. Executive Search Coordinator
cgibson@kbrs.ca