

Job Description

Job Title:	Associate Registrar, Admissions
Department:	Office of the Registrar
Reports To:	University Registrar
Jobs Reporting:	Assistant Registrar, Admissions; Manager, Admissions; Manager, College & University Partnerships
Salary Grade:	USG 15
Effective Date:	May 2017

Primary Purpose

The Associate Registrar, Admissions (ARA) is the senior executive in the Registrar's Office accountable for ensuring that Waterloo's incoming undergraduate class reflects the best qualified students from increasingly diverse domestic and international backgrounds. In partnership with the Faculties (Deans and Associate Deans), the ARA ensures that admissions decisions are made in a fair and equitable manner and that the size of the cohort meets confirmed enrolment targets. As the lead admissions professional for the University, the ARA plays a direct role in development and implementation of the institution's Strategic Enrolment Management (SEM) plan and directly supports the financial security of the university. The ARA provides strategic advice relating to procedure, policy, pathways, and partnerships relevant to admissions.

Key Accountabilities

Admissions Management

- Plans, organizes, manages, and implements the University's undergraduate admissions processes. Ensure that Senate and Faculty policies are applied consistently and that all rules and regulations pertaining to admissions as well as those with respect to residence and student awards are adhered to for all applicants.
- Develop operational schedules that reflect the tight time lines dictated by the Council of Ontario Universities for Ontario Secondary School applicants and determine the most effective methods to execute decisions and then communicate with applicants. The ARA establishes competitive strategies and goals for non-Ontario Secondary School applicants' decisions and communication.
- Responsible for meeting enrolment targets and achieving goals that may be dictated by the Ministry of Advanced Education and Skills Development (MAESD) with respect to, for example, the proportion of entering Ontario secondary school students, visa students and visa students in Coop programs. During the admissions cycle, this involves daily data analysis, regular reporting, and frequent guiding conversations with the Deans and Associate Deans—as well as the affiliated Colleges—to adjust program goals in order to meet overall enrolment targets. One measure of success for the ARA is achieving the University's ambitious undergraduate enrolment goals within this highly decentralized organizational structure.
- Ensures optimal service to applicants, through timely communication, transfer credit assessment, and efficient processes, to encourage acceptance of offers and conversion of applicants to committed Waterloo students.

Staff Management and Leadership within the Registrar's Office

- Manages the RO team that is responsible for applicant evaluations and undergraduate admissions for the Faculties. The admissions team is comprised of a large number of diverse individuals working in a fast-paced, changing environment. The ARA is responsible for all staff management

functions including supervision, recruitment, training and development, performance management and evaluation, promotion, retention, and the application of discipline and termination, as required.

- Oversees effective and efficient use of admissions resources to meet enrolment targets, to service applicant needs, and to meet multiple internal and external deadlines. Monitors best practices with respect to admissions and keeps abreast of Waterloo's key competitors and the admission tactics undertaken by these universities.
- Ensures the proper tools and systems support to carry out the admissions mandate. Works closely with the Director, Systems to encourage innovation and continuous improvement of tools and systems to improve service and efficiency for applicants.
- Works closely with the Director, Marketing and Undergraduate Recruitment, the Associate Director Recruitment, and other staff and faculty who are responsible for undergraduate marketing and recruitment. Provides advice relevant to international recruitment efforts. Reviews and edits admissions-related components of numerous internal and external publications and websites and provides admissions-related information for recruitment materials and workshops.
- Participates, as part of the senior leadership team, in formulation, interpretation and implementation of policies affecting the Registrar's Office, in evaluation and planning for staff, and in budget planning.
- Able to act as Registrar designate during the Registrar's absence.

Strategic Enrolment Management

- The ARA stays informed about current and future developments and changes provincially, nationally and internationally which may impact any aspect of the admissions process.
- Analyze and interpret the constantly changing application and admission landscape to inform current and future policy and procedure development and implementation. Admissions continues to grow in scope, complexity, and importance as the University strives to realize the goals imbedded in the Strategic Plan and the multi-year Strategic Enrolment Management (SEM) plan.
- Advises the Office of Institutional Analysis and Planning, senior management, the Deans, and Faculty Admissions Committees regarding the determination of enrolment targets, and potential for international students.
- The ARA insures the ongoing collection of a rich set of statistical data related to admissions and uses this data to provide reliable reporting to a variety of stakeholders including the Board of Governors, University Senate, Senate Undergraduate Council, Executive Council, Dean's Council, senior management, Associate Deans, staff, faculty, and the public.
- Expected to keep the University community informed at all times, and to coordinate and implement Waterloo's response to changes and challenges being presented by secondary school reform, curriculum changes, economic and political developments, and any other factors which impact Waterloo's strategic enrolment management plan, policies and practices, admission requirements, and budget.
- Directs research to monitor, evaluate and modify admission policies and practices and subsequently makes presentations to Faculty admission committees as well as numerous faculty and staff involved in admissions to seek consensus, cooperation and approval for modifications to policies and practices. This includes admission policies connected to an increasingly diverse applicant pool, and the growing number of international academic partnerships and agreements.

Lead Admissions Professional at Waterloo

- Provides strategic advice regarding admissions policies relevant to new international partnerships and domestic pathways programs, as well as new internal programs. Assists the Associate Vice-President International, Deans, and IAP in this context.
- The ARA represents Waterloo on a variety of provincial committees which support and develop government and institutional policy and direction. The ARA informs the process of creating

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agreements with other post-secondary institutions. Provides guidance connected to partner selection, admission related policy, transfer credit assessment, and overall process.

- Works with Canada Border Services and other Canadian universities to address cases of applicant fraud and find solutions for earlier detention and prevention.
- Coordinates and facilitates the communication of information and ideas related to admissions to faculty and staff involved in undergraduate recruitment and admission through formal committee meetings, workshops, regular reporting, ongoing dialogue and communications. The ARA is routinely called upon to consult for various units across campus regarding admission and retention strategies.
- Oversee communications and interfaces with the Ontario Universities' Application Centre (OUAC) on a regular basis.
- Standing member of Ontario University Council on Admissions (OUCA) and the Ontario University Registrars Association (OURA).

Required Qualifications

Education

- University degree or equivalent combination of education and experience

Experience

- 8 -10 years of progressively responsible experience in a post-secondary environment, including significant experience in an Admissions role.
- Demonstrated leadership and managerial experience, with highly developed human resource management abilities.
- Proven success in a dynamic work environment attributed to strong project management and change management experience.

Knowledge/Skills/Abilities

- Proven ability to build strong, working relationships within the office and with Faculties and administrative staff.
- Demonstrated level of competence and professionalism appropriate to represent the Registrar's Office to the university community and peers from other institutions
- Excellent strategy development and ability to lead throughout execution in an environment of change and ever-increasing demand on staff resources.
- Superior analytic skills, leading to data driven decision making that provides clear direction for office processes and student services.
- Systems thinking leading to a sound, integrated architectural foundation for systems used by staff, students and Faculty services accessing and maintaining admissions data.
- Excellent oral and written communication skills, consistent with the expectations of a post-secondary educational institution.
- Understanding of issues and trends affecting post-secondary educations.
- Ability to identify, accurately evaluate and mitigate risks in all aspects of the role.
- Demonstrated proficiency with an HRIS is an asset
- Advanced MS Office proficiency

Nature and Scope

- **Contacts:** In carrying out the responsibilities of the position, the ARA interacts directly with the President, the Vice-President, Academic and Provost, other Vice-Presidents, the various Associate Provosts, the Associate Vice President Academic, The Director, Institutional Analysis and Planning, The Director, Business Operations, the University Housing Officer, the Faculty Deans and Associate

Deans, the University Secretary, Heads of St. Jerome's University and the Affiliated Colleges, academic department chairs and directors of schools, other senior administrators and academic support department heads, and Faculty/University College-based admissions officers. The ARA advises and makes recommendations to senior committees and councils of the University, such as Executive Council, Deans' Council, Senate Undergraduate Council, Advisory Committee on International Connections, and Faculty admissions committees. Outside the University, the ARA respects and works according to a long-standing tradition of cooperation with other Ontario universities with regard to recruitment and admissions guidelines, policy and protocols. This cooperation requires effective working relationships with colleagues at the other Ontario universities, the Ontario Universities' Application Centre and the Ministry of Training, Colleges and Universities through committee work and other less formal modes of communication and associations. The ARA represents the University at the Ontario University Registrar's Association, on the Ontario Universities' Council on Admissions and may from time to time serve on the executive committee or task forces of the council.

- **Level of Responsibility:** The ARA is responsible for the development, coordination, implementation, review and reporting of policies, practices and strategies related to undergraduate admissions and enrolment management for the University. They are one of the primary spokespeople for the University with regard to undergraduate admission. They must deal effectively with the media, prospective students and applicants, parents, guidance counsellors, teachers, principals and school board officials, alumni, current students, and co-op employers. The ARA is one of the primary contacts for domestic and international academic agreements requiring admission to Waterloo; contributing to, and signing-off on, new and renewed agreements
- **Decision-Making Authority:** Accountable for decisions related to admission outcomes, admission related communications, applicant record maintenance and all campus-wide systems associated with these areas of responsibility. Works directly with the Registrar and university committees to address necessary changes resulting from strategic plans, admission decisions, university-wide initiatives, and government legislation.
- **Physical and Sensory Demands:** Minimal demands typical of an administrative position within an office environment
- **Working Environment:** Regular working hours, some evening/weekend work required, Minimal travel. The incumbent must be sensitive to the often extreme and prolonged stresses under which admissions and other staff in the office must work. This role involves moderate psychological risk resulting from unavoidable exposure to hazardous, disagreeable or uncomfortable environmental conditions. This role involves exposure to emotionally disturbing experiences and/or interactions with people who are upset, angry, abusive, aggressive, unstable or unpredictable (e.g. students or parents who have escalated an issue, staff or faculty upset with a decision), irregular and/or high volumes, multiple and/or tight deadlines beyond one's control, and interruptions (e.g. phone calls, e-mails and unplanned but urgent support requests at different times of year).