

JOB TITLE: Director, Marketing & Undergraduate Recruitment

DATE: June 2013

REPORTS TO (job title): University Registrar

JOBS REPORTING (job titles): Associate Director, Marketing & Undergraduate Recruitment/Director, International, Associate Director, Marketing & Communications, Manager, Research

LOCATION: Main Campus

Grade: USG 15

PRIMARY PURPOSE: Within the Registrar's Office (RO), fills a key senior executive position as the overall director of the Marketing & Undergraduate Recruitment (M&UR) unit, accountable for all aspects of the development, management, successful implementation, and evaluation of all marketing and undergraduate enrolment management strategies and add RO communications strategies, which constitute 80% of uWaterloo marketing initiatives; plays a leadership role in safeguarding the uWaterloo brand and reputation; monitors and influences university policies that may impact the success of enrolment management strategies; specifically develops, advocates for, and maintains an organizational, resource, and budget structure that ensures the effectiveness of enrolment management strategies, reflects the university's culture, supports its mission, and results in the achievement of enrolment, retention, and revenue goals.

KEY ACCOUNTABILITIES:

1. Accountable for directing all aspects of RO marketing and enrolment management

- Effectively oversees the organization, management, and control of all M&UR resources, including but not limited to personnel, facilities, and technical assets.
- Accountable for the creation, development, and maintenance of strong leadership within the M&UR team, ensuring a solid organizational design based on the anticipation of, readiness for, and successful management of evolution and change, including but not limited to appropriate succession planning.
- Responsible for providing leadership regarding the overall vision and marketing strategy for recruiting and admitting the appropriate number and quality of undergraduate students from Canada, from around the world, and from other post-secondary institutions.
- Ensures the development and implementation of effective strategic enrolment planning, including but not limited to research; competition, SWOT, and data analyses; and the determination of required human and financial resources.
- Based on the strategic enrolment plan, accountable for the establishment, evaluation, and maintenance of uWaterloo's competitive position with respect to undergraduate enrolment management and the setting of an overall research- and evidence-based marketing and communications direction for recruitment and admissions that includes support from the university community, adequate funding, and effective execution along all stages of the enrolment management funnel.
- Accountable for the appropriate audience-focused assessment of uWaterloo's institutional strengths as the basis for the development of key value propositions combined with high-quality, innovative interpretations of the visual identity framework so that recruitment messaging resonates with prospective student audiences along all stages of the enrolment management funnel.
- Specifically oversees and directs the investigation, development, implementation, and interpretation of research to guide and form the foundation of strategy development.
- Monitors and influences both university-wide and departmental policies and practices that may hamper recruitment efforts and impact the success of enrolment management strategies.
- Proactively seeks opportunities for, develops, and maintains synergistic relationships that support the success of enrolment management efforts in other areas, such as the current M&UR dual-responsibility staff embedded in four partnered faculties; ensures the effective sharing of central expertise and resources and the cost-efficient spending of designated faculty budgets.
- Accountable for the oversight, development, implementation, integration, evaluation, and budget for all RO enrolment management strategies, including but not limited to communication initiatives, on- and off-campus activities, targeted audience strategies, research, and any required systems and technical support.
- Responsible for exhibiting a crucially superior level of diplomacy to deal effectively with a wide variety of on- and off-campus audiences.

2. Accountable for the management of all RO communication strategies

- Oversees the development, implementation, and evaluation of a strategic RO communication plan that facilitates the achievement of university enrolment management and RO mission goals while meeting the needs of all RO stakeholders.
- Ensures the effectiveness of all strategic RO print and digital communications related to undergraduate prospective students and influencers; applicants; admitted students; and current students, faculty, and staff, including but not limited to inquiry management, application acknowledgement, regular value-added communication during the application process, offers of admission, financing, course selection, examinations, convocation, and transcripts.
- Ensures the development and implementation of an issues management communication strategy for addressing any critical events that may occur as well as unpopular or controversial RO practices or policies.

3. Collaborates, advises, consults, educates, and builds consensus

- Interacts directly with the Registrar, the President, and other senior university officials with respect to the setting and achievement of enrolment management goals, including advising and making recommendations to senior committees and councils of the university, such as Executive Council and Deans' Council.
- Consults with and advises the Registrar and senior managers within the RO with respect to strategies and issues related to communications, recruitment, and admissions, as they affect a variety of audiences, including but not limited to faculty, staff, and prospective and current students.
- Maintains an understanding of the critical importance of and the significant obstacles to building consensus and working collaboratively with on-campus partners, and plays a key role in seeking and developing opportunities to proactively build and foster partnerships, and to enhance working relationships.
- Plays a key role as M&UR and RO representative on a number of ongoing and ad hoc committees to ensure that the university's undergraduate recruitment priorities are top of mind and are considered in the development of university-wide policies and initiatives.
- As a primary uWaterloo spokesperson with regard to undergraduate admission, academic programs, and student life, provides expert advice, consultation, and education to on-campus areas with respect to the overall positioning of uWaterloo and effective marketing, recruitment, and admissions in general, and recommends or develops strategies that will support the specific enrolment management objectives of other units.
- Contributes management expertise as a member of M&UR and RO hiring teams as well as those in other areas on campus.

4. Accountable for the exploration, development, application and interpretation of current, relevant market research and for the maintenance of appropriate institutional knowledge

- Ensures that all M&UR team members keep fully informed and knowledgeable about all aspects of programs, admissions, campus life, branding and visual identity frameworks, success after graduation, and other issues related to undergraduate prospective students, applicants, and admitted students, including all relevant research, communications, recruitment initiatives, and how major and minor changes impact marketing and recruitment strategies.
- Responsible for all staff maintaining a clear understanding of the characteristics of the Millennial generation and the needs of target audiences at different stages throughout the enrolment management funnel in order to enhance the strategies for which they are responsible.
- Guides staff in keeping well versed in national and international trends in post-secondary education; external factors that may influence uWaterloo's reputation and enrolment management; best practices in communication, marketing, and recruitment; and the identification of key competitors and their marketing activities.
- Ensures that all staff under his/her direction are fully cognizant of the crucial role research plays in M&UR's evidence-based strategies and that they collaborate with the Manager, Research, to establish research objectives and explore opportunities for the collection and analysis of appropriate data to inform the strategic direction of all enrolment management initiatives for which they are responsible.
- Accountable for the timely interpretation of research results and the on-campus communication of influential emerging trends and characteristics to inform the development or modification of institutional marketing strategies, budget and message development, and decisions related to areas such as but not limited to residence construction, scholarship programs, and student services.

- Ensures the constant evaluation and assessment of the effectiveness of marketing strategies to confirm that value propositions and key messages resonate with target audiences and that financial and human resources are optimally deployed.

5. Directs, motivates, and mentors staff

- Hires, supervises, develops, and evaluates managers, including the direction of interview committees, the selection of outstanding candidates, salary negotiations, and any disciplinary action necessary.
- For all staff under his/her direction, ensures effective administrative support systems, leadership and enlightened change management, fair performance evaluations, job-related training, and encouragement of ongoing personal and professional development.
- Accountable for the creation and maintenance of a work environment that fosters, recognizes, and rewards supportive mentorship, professional quality, respectful communication, creativity, positive energy, and synergy.

6. Accountable for effective project management and business practices

- Ensures proper control of expenditures and advises the Registrar regarding budget requirements for marketing, recruitment, and admissions strategies and for communications initiatives related to faculty, staff, and prospective and current students.
- Advocates for adequate enrolment management budgets on behalf of any partnered faculties and/or departments.
- Ensures that all staff assume project management responsibilities for all strategies for which they are responsible, including personnel, resources, time, and budget, with proper control of expenditures for those strategies.
- Ensures the development and continual updating of any appropriate documentation, including but not limited to policies, procedures, training manuals, databases, and systems.
- Directs staff in the development, writing, and following of Marketing Action Plans that accurately document all components of each particular marketing strategy for which they are responsible and ensures that the overall M&UR strategic plan is updated appropriately.

7. Other

- Participates in M&UR recruitment events and in the administration of specific RO department-wide responsibilities, including examinations, convocation, and such other general and specific duties as may from time to time be determined.

POSITION REQUIREMENTS AND PREFERRED QUALIFICATIONS:

Education: Bachelor's degree

Experience:

- 10-15 years of experience in post-secondary marketing and communications or a related field.
- Proven proficiency as a strategic thinker and change management expert, skilled in creating and evaluating evidence-based strategic plans.
- Evidence of highly developed budget, project, and human resources management abilities, including hiring, directing, evaluating, and developing employees.
- Proven ability to evaluate and deploy a substantial and diverse team to ensure success in the face of rapidly changing circumstances.
- Demonstrated leadership experience and proven ability to engage internal and external stakeholders and to work collaboratively to build consensus in a complex environment characterized by competing priorities.
- Experience in and/or understanding of not-for-profit marketing, preferably at a university, or enrolment management principles, as defined by industry enrolment management experts such as Noel Levitz.
- Demonstrated level of maturity, competence, and professionalism appropriate for interacting with the highest internal administrative echelon and for representing the university vis-à-vis government, corporate, and not-for-profit organizations.
- Proficient in understanding research, key audiences, geographic markets, cultures, governments, and the direction of strategic investments.
- Experience in the development of communications for student and university audiences.
- Comprehensive understanding of integrated marketing strategies, the leveraging of institutional positioning and visual identity frameworks into effective strategic initiatives, and the incorporation of traditional and emerging technologies and tools into those initiatives.

- Extensive experience in and knowledge of integrated strategies; domestic and international undergraduate recruitment and admissions and factors that affect them; national and international education systems; and issues related to transition to university.
- Excellent oral and written communication skills, including proficiency in public/promotional speaking and the ability to write effectively, authentically, and in a manner consistent with the quality and standard expected of university-level communications.
- Strong organizational skills coupled with the ability to handle multiple tasks, meet deadlines, and excel in a fast-paced environment characterized by changing priorities.
- Demonstrated ability to create and maintain a positive, integrated, collaborative team environment.
- Essential: tact, diplomacy, and the ability to influence and motivate others.

Technical:

MS Word	Excel	Presentation software, e.g., PowerPoint	Other
Intermediate	Intermediate	Intermediate	

NATURE AND SCOPE:

- **Interpersonal Skills:** Internally, communicates with colleagues across the university in all groups and departments and at all levels to deal with, influence, motivate, and gain buy-in in order to develop, direct, and ensure the implementation of undergraduate enrolment management and communication strategies, employing superior interpersonal skills for the successful organization and direction of the M&UR unit; externally, communicates with a wide variety of audiences to deal with, influence, and motivate others to achieve university enrolment management goals
- **Level of Responsibility:** As a senior director, accountable for the development and success of the overall planning and management of undergraduate enrolment as well as for informing the direction of university-wide policies that impact related strategies; provides collaborative campus leadership and expertise with respect to national and international recruitment, marketing, and enrolment management strategies; and exhibits a vitally important high degree of mature and credible professionalism.
- **Decision-Making Authority:** Makes decisions at the senior executive level that have an impact on and consequences for the reputation and revenue of the university; the success of undergraduate enrolment management efforts; and the organization, management, and successful operation of multiple on-campus facilities and a substantial staff, some of whom travel to represent the university both nationally and internationally; determines the optimum course of action to solve problems and to exert a positive influence on other stakeholders.
- **Physical and Sensory Demands:** Minimal demands typical of a position operating within an office environment; periods of extensive sitting and concentrated use of visual senses.
- **Working Environment:** Minimal exposure to disagreeable conditions typical of a position exposed to stress and pressure associated with senior executive responsibilities; intermittent work outside the normal operating hours of the institution.