

## Job Description

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<b>Job Title:</b>	Associate Director, Graduate Admissions
<b>Department:</b>	Graduate Studies and Postdoctoral Affairs
<b>Reports To:</b>	Director, Graduate Studies and Postdoctoral Affairs
<b>Jobs Reporting:</b>	Manager, Graduate Admissions
<b>Salary Grade:</b>	USG 13
<b>Effective Date:</b>	July 2018

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### **Primary Purpose**

The Associate Director, Graduate Admissions reports to the Director, Graduate Academic Services and is accountable for the development and delivery of policies and services supporting graduate admissions, and ensuring strong relationships among GSPA admissions staff, prospective students, departments, Faculties, affiliated Colleges and Universities, Waterloo International, the Registrar's Office. The Associate Director has extensive knowledge of admission policies and procedures and international sponsorships, and understanding of systems related to maintenance of admission and student records.

The Associate Director contributes to the leadership of the GSPA with the Associate Vice-President, Graduate Studies and Postdoctoral Affairs and the Director through activities such as strategic planning and staff development and provides strategic advice relating to procedure, policy, and partnerships relevant to admissions.

### **Key Accountabilities**

#### **Admissions Management**

- Authorizes all graduate studies admissions; decides on non-standard admission cases and petitions.
- Reviews and recommends disciplinary action for admission disciplinary cases including fraudulent documents with the Associate Vice-President, Graduate Studies and Postdoctoral Affairs.
- Plans, organizes, manages, and implements the University's graduate admissions processes. Ensures Senate and Faculty policies, rules and regulations are applied consistently. Ensures optimal service to applicants, through timely communications and efficient processes, to encourage acceptance of offers and conversion of applicants to committed Waterloo students.
- The Associate Director provides exceptional leadership and a high level of management, and change management skills to ensure timely processing of admissions. S/he also provides valuable input to the analysis and decision-making processes at Faculty and University levels as well as accurate and effective communications of admissions decisions and non-standard admissions.
- The Associate Director provides leadership of the overall vision and strategy for graduate admissions for Graduate Studies and Postdoctoral Affairs. In the leadership role, the Associate Director works closely with other leaders of academic support units to collaborate on proposals for improvements and implementations for graduate admissions and business processes. Achieving graduate enrolment goals is central to the fiscal well-being of the University, and the competition for high-calibre master's and doctoral students is severe. The university is reliant on GSPA's support. The Associate Director has senior responsibility for authorizing immigration status for study in Canada.
- The Associate Director oversees the design of the organizational structure for the admissions team staff, including the effective recruitment of support staff and their training, orientation, and ongoing

professional development and development of user documentation for the admissions team. Oversees the planning and delivery of department training workshops, and creation of procedures manuals. The Manager, Graduate Admissions and Sponsorships reports to the Associate Director and oversees the management and daily operation of graduate admissions and application activities, in particular research of non-standard admissions, international education systems and sponsorships for admission, in support of the University's mission with respect to enrolment priorities.

### **Strategic Planning**

- The Associate Director stays informed about current and future trends, developments and changes provincially, nationally and internationally which may impact any aspect of the admissions process. Monitors best practices with respect to admissions and keeps abreast of Waterloo's key competitors and the admission tactics undertaken by these universities.
- Analyze and interpret the constantly changing application and admission landscape to inform current and future policy and procedure development and implementation. Graduate 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.
- 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 Graduate Operations Committee as well as to 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, agreements and sponsorships.

### **Lead Graduate Admissions Professional at Waterloo**

- Works with Canada Border Services (CBS), Immigration, Refugees and Citizenship Canada (IRCC), academic and ELP test agencies 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 graduate recruitment, applications and admissions through formal committee meetings, workshops, regular reporting, ongoing dialogue and communications. The Associate Director is routinely called upon to consult for various units across campus regarding graduate application and admission administration.
- Standing member of the Ontario University Registrars Association (OURA) and the Association for Graduate Enrollment Management (NAGAP).

### **Leadership within Graduate Studies and Postdoctoral Affairs**

- The Associate Director provides senior management direction to the GSPA Manager, Admissions who is responsible for individual applicant evaluations and graduate admissions. The admissions team comprises of individuals working in a fast-paced, changing environment. The Associate Director and Manager ensures team development and effective performance management.
- Oversees effective and efficient use of admissions resources to meet enrolment targets, to service applicant needs, and to meet multiple internal and external deadlines. Provides leadership and vision for the admissions-related centralized services administered by the GSPA.
- Ensures the proper tools and business systems support to carry out the admissions mandate. Works closely with the Assistant Director, Graduate Admissions and Records Systems and IST to

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encourage innovation and continuous improvement of tools and systems to improve service and efficiency for applicants.

- Works closely with the Assistant Director, Graduate Communications and Postdoctoral Affairs and other staff and faculty who are responsible for graduate marketing and recruitment. Provides advice relevant to international agreements and recruitment efforts.
- Participates, as part of the senior leadership team, in formulation, interpretation and implementation of policies affecting Graduate Studies and Postdoctoral Affairs, in evaluation and planning for staff, and in budget planning. The Associate Director may be asked to represent the Associate Vice-President, Graduate Studies and Postdoctoral Affairs, Assistant Vice-President, Graduate Studies and Postdoctoral Affairs, and Director, Graduate Academic Services at University events/meetings and is a primary back-up for the Director.

### **Required Qualifications**

#### **Education**

- University degree or equivalent education and experience

#### **Experience**

- 10-15 years of progressive leadership experience in a post-secondary environment, preferably in an Admissions role.
- Evidence of strong managerial experience, with highly developed human resource management 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 Graduate Studies and Postdoctoral Affairs to the university community and peers from other institutions.
- Proven success in a dynamic fast-paced work environment attributed to strong project management and change management experience. Successful experience meeting multiple and concurrent deadlines.

#### **Knowledge/Skills/Abilities**

- 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.
- PeopleSoft Campus Solutions (Quest) and Document Management Systems experience is an asset; Advanced MS Office.
- The incumbent must demonstrate a professional demeanour regarding the interaction with students on confidential and sensitive matters.

### **Nature and Scope**

- **Contacts:** Internal contacts include: GSPA units, Faculty Associate Deans/Administrative Assistants, Graduate Studies Department Associate Chairs/Graduate Officers/Co-ordinators Waterloo International, Student Accounts. External contacts include: Immigration, Refugees and Citizenship

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Canada (IRCC)/Foreign Affairs and International Trade Canada (DFAIT) Graduate Admission Officers, Canadian Universities, Foreign Governments and International Funding Agencies, Prospective Graduate Students

- **Level of Responsibility:** Provides staff management, leadership, coaching and direction to others.
- **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 Associate Vice-President, Graduate Studies and Postdoctoral Affairs, the Director, Graduate Academic Services and university committees to address necessary changes resulting from strategic plans, admission decisions, university-wide initiatives, and government legislation.
- **Physical and Sensory Demands:** Extensive sitting, Confinement to a work station, Walking (to/from meetings), Concentrated and attentive use of one or more senses in creating, tabulating and analyzing data, Dealing with distractions (as part of 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 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).