

Job Description



Job Title:	Director, Undergraduate Recruitment
Department:	Office of the Registrar
Reports To:	University Registrar
Jobs Reporting:	Manager, National Recruitment Manager, International Recruitment Specialist, Marketing Insights
Salary Grade:	USG 15
Effective Date:	November 2023

Primary Purpose

The Office of the Registrar (RO) is accountable for the recruitment and admission of undergraduates, management of financial aid and scholarships, enrolment services (including academic policy, scheduling and final examinations), systems and administrative support, and the Student Service Centre. The Director, Undergraduate Recruitment is a key member of the senior leadership team in the RO.

The Director is accountable for developing an undergraduate recruitment vision and strategy to achieve the University's enrolment (and budget) goals. This mission-critical work requires close collaboration with the Director, Marketing and Communications. They engage with campus stakeholders to lead, coordinate, and evaluate recruitment activities across departments and programs, targeted at a wide range of domestic and international prospective students.

Together, the Directors engage with and advise campus leaders related to enrolment management goals and provide expert advice on undergrad marketing and recruitment strategies. They must influence and lead these often-disparate Faculty plans, without direct authority, for the benefit and success of the overall institutional goals.

Working with senior stakeholders from the Faculties, Affiliated and Federated Institutions of Waterloo, Academic Support Units, and others as needed, the Director exercises an organization-wide leadership role by fostering campus engagement and coordinated planning to ensure the broadest global impact for all recruitment activities.

The role covers a broad set of responsibilities requiring expertise in strategic planning, team leadership, market research and analysis, as well as careful tracking of global trends in prospective student behaviors and attitudes toward post-secondary education.

Key Accountabilities

Develop and lead domestic and international undergraduate recruitment vision and strategy to generate sufficient numbers of qualified applicants to Waterloo

- Through engagement and consultation with campus stakeholders, especially within the Faculties, lead the planning, coordination, and implementation of recruitment activities—locally, nationally, and internationally

- Develop customized strategies (approaches and events) for various markets internationally, and targeted to reach high-quality students and their influencers
- Influence and advocate, leveraging compelling evidence, for academic units to support broader institutional goals while recruiting for their own programs
- Develop a strong pipeline of prospective students through partnerships, outreach, and recruitment activities; inspiring interest in Waterloo among qualified students, leading to action through connection, application, and offer acceptance
- Provide expert advice on domestic and international undergraduate recruitment approaches and best practices: including integrated marketing, scholarships, programming, transition initiatives, transfer credit, university exchanges and 2+2 programs, English language program access, government internationalization initiatives, and the use of agent relationships
- Stay abreast of admissions policies, co-operative education evolution, campus initiatives, and new academic programming in order to frame and leverage these to build interest in Waterloo
- Maintain relationships with other recruitment leaders across the province and beyond, coordinating events and travel as appropriate (e.g., the Ontario Universities Fair)
- Manage critical partnerships with external stakeholders (such as school boards and counsellors, other Canadian and international institutions and associations, Indigenous organizations, the Ontario Universities Application Centre)

Provide leadership to drive market research and ongoing analysis of Waterloo's competitive position in undergraduate enrolment management

- Advise and influence strategic enrolment management planning and target setting by providing relevant, timely insights to senior campus leaders
- Advocate for and influence academic program directions based on market demand and strategic enrolment goals
- Provide leadership for market research: ongoing investigation, development, implementation, data analysis, and interpretation of research for recruitment strategy evolution. Formulate budget and recruitment plans based on research and return on investment.
- With the Director, Marketing and Communications, develop analyses and reports to share strategic recruitment plans and performance metrics, along with communication strategies to disseminate to senior leadership and key campus stakeholders
- Monitor, evaluate, and influence university and departmental policies and practices that impact recruitment efforts
- Maintain up-to-date awareness (for self and team) of national and international systems and trends in post-secondary education, external factors that may influence Waterloo's reputation, and the identification of key competitors and their recruitment activities

Team Leadership

- Lead and develop a dynamic team of national and international recruitment professionals (staff recruitment, performance management, professional development, succession planning)
- Ensures particular professional development attention is given to matters of equity and anti-racism as well as cultural awareness and sensitivity, language, religious, political, and socio-economic conditions in target markets
- Manifest and mentor a positive workplace culture of collaboration, curiosity, and continuous improvement

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- Ensure all team members keep fully informed and knowledgeable about all aspects of programs, admissions, campus life, success after graduation, and other issues related to undergrad prospective students, applicants, and admitted students, including all relevant research and communications
- Accountable for successful planning and execution of all undergrad recruitment travel within and outside of Canada, ensuring adherence to travel policies and safety protocols
- Implement and lead collaborative teams across campus departments and other universities' recruitment teams to coordinate marketing and recruitment initiatives
- Effectively steward and manage the unit's budget and resource allocation

**All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- Bachelor's degree or equivalent combination of education and experience required
- Post-graduate degree in marketing, communications, public relations or related field is an asset

Experience

- 10 -15 years of leadership and experience in post-secondary (or related) recruitment, including significant experience in successful international business/market development
- Proven success and proficiency as a strategic thinker and change management expert, skilled in creating, evaluating and delivering evidence-based strategic recruitment or enrolment plans which are driven by return on investment strategies and budget plans. The incumbent will evaluate effectiveness of these strategies and implement appropriate market diversification plans to meet defined university targets.
- 3-5 years of leading managers/leaders of teams; coaching, mentoring, developing managers and teams
- Proven ability to evaluate and manage recruitment initiatives and manage a 7-figure budget for measurable results 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
- Extensive experience with and knowledge of domestic and international undergraduate recruitment and admissions and factors that affect them; marketing strategies; national and international education systems; enrolment management; and issues related to transition to university
- Demonstrated experience presenting cultural awareness and sensitivity to international delegates or when addressing prospective students and influencers in international markets

Knowledge/Skills/Abilities

- Strong understanding of the student/customer lifecycle, demographics, and generational characteristics

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- Strong knowledge of national and international education systems, and issues related to transition to university—especially for international students
- High level understanding of trends and developments in international education, and evidenced ability to come up with approaches to address challenges.
- Superior 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; superior level of diplomacy to deal effectively with a wide variety of on- and off-campus audiences

Nature and Scope

- **Contacts:** Internally, communicates with colleagues across the university in all groups and department 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 recruitment strategies, employing superior interpersonal skills for the successful organization and direction of the recruitment teams; externally, conducts critical coordination, and communication with a wide variety of organizations and governmental and private stakeholders (provincially, nationally, internationally) to deal with, influence, and motivate others; exercises diplomacy and demonstrates superior interpersonal skills in welcoming visiting dignitaries.
- **Level of Responsibility:** As a director, accountable for the development and success of the overall planning, prioritization, and management of the recruitment teams in support of undergraduate recruitment and the related strategies; as well as for informing the direction of university-wide policies that impact enrolment management; expected to provide collaborative leadership and expertise with respect to national and international recruitment, marketing, and enrolment management strategies across campus; and to exhibit a vitally important high degree of mature and credible professionalism as a representative of the university both internationally and in Canada.
- **Decision-Making Authority:** Makes decisions at the senior executive level that have a significant impact on and consequences for the reputation and revenue of the university among prospective students, their families and influencers, the success of undergraduate enrolment management efforts; and the organization and management of staff; 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; sometimes unusual hours/schedules; requirement to remain physically and mentally alert, enthusiastic, and cheerful under pressure. Some international travel required, potentially resulting in significant demands due to unavoidable exposure to dangerous or unpleasant environments and disruptions in lifestyle; occasional lengthy absences from home and campus.
- **Working Environment:** Minimal exposure to disagreeable conditions typical of a leadership position exposed to stress and pressure associated with senior level responsibilities and intermittent work outside normal operating hours of the institution. If travelling, multiple flights and hotels and spending time away from the home and campus.