

Job Description



Job Title:	Assistant Director, Housing Occupancy and Marketing Services
Department:	Campus Housing
Reports To:	Director of Housing
Jobs Reporting:	Manager, Housing Occupancy and Operations Manager, Marketing and Communications Scrum Master & Project Manager
Salary Grade:	USG 12
Effective Date:	April 2023

Primary Purpose

As a Campus Housing senior management team member, the Assistant Director of Housing Occupancy and Marketing Services (HOMS) is accountable for generating revenue to achieve departmental objectives through effective management of the residence application and assignment process, strategies for occupancy growth and retention, and marketing and communications in coordination with several campus partners. The Assistant Director develops, maintains and constantly refines an occupancy and marketing strategy that embodies the mission and brand of the University of Waterloo.

Key Accountabilities

Occupancy Forecaster and Revenue Generation Champion

- Accountable for the strategic occupancy management for undergraduate and graduate students that generates tens of millions of dollars in annual revenue for Campus Housing (i.e., \$40+ million in 23/24), and tens of millions of dollars in corresponding revenue for campus partners (e.g., Food Services meal plan revenue, Affiliated and Federated Institutions of Waterloo (AFIW) residence and meal plan revenue).
- Collaborate with senior management peers and Director to ensure short- and long-term strategic occupancy management planning continuously aligns with overall departmental strategy and plans.
- Liases with campus partner senior managers to align strategic enrolment management activities with short- and long- occupancy and revenue objectives (e.g., Registrar's Office, Faculties, and Affiliated and Federated Institutions of Waterloo (AFIW), Food Services, etc.).
- Monitors and influences both university-wide and departmental policies and practices that may harm occupancy levels and impact the success of university enrolment strategies.
- Directs occupancy and revenue risk management policies and procedures for the department in coordination with campus partner senior managers.

Marketing and Communications Strategist

- Oversees and approves the development and implementation of a comprehensive brand strategy and integrated marketing plans to maximize understanding of the value living in residence for a variety of audiences to optimize occupancy levels throughout the year while adding value to the university's student experience programs.
- Leads effort, as a high profile advocate, to promote the value of living in a mixed-year residence community by nurturing a diverse group of allies composed of university executive, management inside and outside Campus Housing, Associate Deans, Registrar's Office, Waterloo International, AFIW, Associate Provost, Students' departments, Institutional Analysis and Planning, Campus Housing staff, faculty, and student leaders through a variety of collaborative activities
- Manages ongoing market and demand analysis planning to ensure a deep understanding exists among departmental and campus partner leadership of the environment factors impacting on-campus housing like student satisfaction, learning and development research related to a living environment, rental housing supply

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and demand, strategy and tactics of student housing competitors, changing student needs, parental/family expectations, etc.

- Provides oversight of a residence issues management communication strategy for addressing any critical events that may occur as well as unpopular or controversial Campus Housing practices or policies.
- Ensures the effectiveness of all strategic print and digital communications through the full student experience of all student types ranging from expression of interest to moving out.
- Coaches departmental managers in the development of Marketing Action Plans that clearly illustrate the roles and responsibilities that all staff play in promoting the value of living in a mixed-year residence community.

Optimize Value Across the Organization and Institution

- Accountable for the integration and coordination of strategic occupancy management planning with the department's mission, vision, values, strategy, and planning in alignment with campus partner and university objectives.
- Work in partnership with senior management to monitor departmental and institutional performance.
- Directs the development of a robust quantitative and qualitative information and data analysis strategy to ensure evidence-based decisions drive timely marketing, communications, occupancy, and revenue planning.
- Advocate for the needs of HOMS with senior departmental management peers and the Director, along with campus partner leaders at the Assistant/Associate Director, Director, and Executive Council levels.
- Maintains an understanding of the critical importance of and the significant barriers to building consensus and working collaboratively with campus partners, and plays a key role in seeking and developing opportunities to proactively build and foster partnerships, and to enhance working relationships.
- Oversees HOMS customer service and complaint management processes which includes university reputation management of escalated cases with campus partners such as Associate Provost, Students, Student Awards & Financial Aid, University Relations, and the executive offices.
- Recommends or contributes to the development of strategies that will enhance the university's strategic enrolment management planning and objectives of campus partners such as, Registrar's Office, Waterloo International, Faculties, AFIW, Food Services, etc.
- Facilitates efficient and effective decision-making by departmental and campus partner managers by ensuring visual management tools and techniques display complex information related to HOMS activities.
- Effectively oversees the organization, management, and control of all HOMS resources, including but not limited to human resources, finances, facilities, information and technical assets.
- Creates and ensures proper control of financial expenditures and advises the Director regarding budget requirements for HOMS strategies and planning
- Provides oversight to ensure effective documentation and records management practices are being utilized, including but not limited to policies, procedures, training manuals, databases, and business processes.
- Responsible for the organizational design of HOMS staff and activities, and provides advice to the Director on the organizational design of Campus Housing.
- Provides oversight to the university's program to help students living off-campus to find reasonable housing
- Other duties as assigned

Strategic Initiatives Mentor, Coach, and Leader

- Accountable for the creation, development, and maintenance of a positive and productive HOMS team through quality hiring, supervision, professional development, mentorship, and performance management.
- Plays a leading role in fostering a continuous improvement culture in Campus Housing of strong working relationships in alignment with the department's mission, vision, values, strategy, and planning activities.
- Responsible for HOMS staff and management performance by setting clear, timely, and reasonable expectations and by providing ongoing direct and indirect feedback.
- Responsible for the professional development program to ensure Campus Housing staff understand the characteristics of the current generation of students and the needs of target audiences at different stages throughout their residence experience.
- Responsible for exhibiting a superior level of diplomacy to deal effectively with a wide variety of audiences.

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**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 in business administration, marketing, hospitality management and/or equivalent education and experience is required
- An advanced degree would be an asset

Experience

- A minimum of 10 years progressive professional experience, performing duties related to the Key Accountabilities listed above
- Must have experience managing full-time staff. Preferably has experience leading management-level staff
- Required to have experience working in an environment(s) that had to generate revenue to operate effectively
- A continuous improvement mindset that has proven to effectively manage change and deliver customer-value
- Experience understanding trends, innovating and being creative
- Collaborate with strategic partners to research market needs and identify possible new solutions
- Experience handling complex and sensitive issues with discretion
- Experience in a fast-paced, business environment where many competing priorities exist.

Knowledge/Skills/Abilities

- Leadership, mentoring, and coaching skills necessary to operate a high performance team that provides exceptional service to all stakeholders that produces market differentiation and competitive advantage
- Ability to oversee the development of clear quantitative and qualitative metrics, benchmarks and reporting methods for measuring progress and maintaining focus
- Strong business and political acumen skills
- Highly developed emotional intelligence skills
- Exceptional organizational and problem-solving skills with an ability to work autonomously and cooperatively.
- Comprehensive understanding of tactics required to implement an integrated marketing strategy
- Strong ability to understand the elements and interactions that make up the systems and processes that an organization relies on to deliver value
- Understand how to use technology to improve organizational performance
- Proficient in financial analysis and establishing budgets
- Ability to foster a strong network of relationships within an organization and with industry peers

Nature and Scope

- **Contacts:** Internally, collaborates with senior-level leaders within Campus Housing and with campus partner senior management about strategy, policies and actions that affect university enrolment and attainment of objectives. Communicates with colleagues across the university. Externally interacts with other University/Colleges to gain knowledge and insight on trends and operations.
- **Level of Responsibility:** This position is responsible and accountable for achieving occupancy targets and guiding integrated marketing initiatives that generate tens of millions of dollars in annual revenue. Provides leadership to the Occupancy and Marketing team and guidance to staff at all levels across the department. The incumbent is accountable for departmental occupancy and revenue achievement. This role develops staff culture and continuous learning opportunities that support the department mission, vision, values, and strategy. In addition, the incumbent advises and supports the Director and senior team on occupancy and marketing strategic trends and issues.

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- **Decision-Making Authority:** Continually makes decisions that have a significant impact on the reputation of the department and the success of occupancy management, retention, and revenue objectives. This position is accountable for overseeing development of target projections, any corrective action or other key initiatives that affect revenue and promote occupancy growth. Approves integrated marketing and communication plans to increase application, occupancy, and retention.
- **Physical and Sensory Demands:** This role in an office setting, involves minimal physical demands and moderate sensory effort resulting in slight fatigue, strain, or risk of injury.
- **Working Environment:** The incumbent must manage the risks associated with generating millions of dollars the department and university depend on to meet immediate and long-term objectives like staff compensation and capital renewal work. The position must be sensitive to the stresses under which other staff in the office must work. This role involves occasional exposure to disagreeable conditions typical of the stress and pressure associated with senior level responsibilities. This work involves exposure to and/or interactions with people who may be upset, angry, aggressive, unpredictable (e.g. students or parents who have escalated an issue, staff or faculty upset with a decision). Work also involves dealing with multiple and/or tight deadlines and interruptions (e.g. phone calls, emails and unplanned, but urgent, support requests) at different times of year.