Job Description

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| **Job Title:** | Director, Academic Quality Enhancement |
| **Department:** | Office of the Associate Vice-President, Academic |
| **Reports To**: | Associate Vice-President, Academic |
| **Jobs Reporting:** | Quality Enhancement Coordinator |
| **Salary Grade:** | USG 12 |
| **Effective Date:** | February 2026 |

## Primary Purpose

The University has both statutory/regulatory obligations to monitor the quality of its academic offerings (formulated in the Institutional Quality Assurance Program (IQAP) approved by the Ontario Universities Council on Quality (Quality Council), and a commitment to using quality assurance processes simultaneously as a mechanism to facilitate the continuous improvement of its programs. These efforts take place in a rapidly evolving context, as the University becomes increasingly involved in a diversity of academic activity providing non-traditional credentials that do not fall within the IQAP but that nevertheless require quality assurance and continuous improvement. Moreover, quality assurance processes are increasingly seen by University leaders as a mechanism to advance strategically important structural changes at Waterloo, including Indigenization of curricula, implementation of anti-racist pedagogies, and others. The Director of Academic Quality Enhancement serves as a thought leader and coordinator in the University's efforts in this important area.

The Director ensures that the University complies with the requirements of the IQAP, and that all regulatory are satisfied. However, since the requirements of the IQAP are largely self-designed by the University and at Waterloo are intended to serve a continuous improvement purpose, the Director's role involves a commitment to continuously improve and update internal processes so that the processes are efficient and produce meaningful and helpful results. In particular, the Director has experience of the process of production of IQAP self-studies from the program's point of view, and so can provide useful and timely feedback to programs.

The Director serves as a source of expert advice on the development of quality assurance processes that do not fall under the IQAP, and the Office plays an appropriate role in the administration of such processes. For instance, quality assurance is expected for non-credit offerings offered by units such as WatSPEED, but these should be relatively lightweight (i.e., less administratively burdensome) and easy to implement compared to the processes required for traditional degree programs.

The Director collaborates with staff to design research initiatives to ensure maximum institutional benefit is derived from the information gathering and creation that happens during AQACI processes, ensures effective contributions by the AQACI Office to collaborative initiatives such as those in the Teaching Innovation Incubator, and provides advice to senior leadership, through the AVPA (and, as appropriate, the AVP GSPA) on matters related to the use of AQACI processes to advance strategic priorities of the University.

## Key Accountabilities

**Strategic Direction and Leadership**

- Providing strategic leadership to the AQACI Office, ensuring that AQACI programming is aligned with best practices in the field and is as effective as it can be in advancing the strategic goals of the University
- Within the AQACI Office, leading a process to develop and implement a communications strategy to create a culture that values the AQACI processes as beneficial and worthwhile because of their value in improving the quality of Waterloo's academic programs
- Developing, and via the AVPA and, where appropriate, the AVP GSPA, recommend new ideas in quality assurance and continuous improvement that support the strategic goals of the University. When approved by senior leadership and relevant governance bodies, lead the implementation of the new initiatives.
- In collaboration with the Quality Enhancement Coordinators determines (and annually updates) a research program for the AQACI Office.
- Working with the C-NPR, interpreting qualitative and quantitative data from academic program reviews and preparing institutional level recommendations for senior leadership
- Working with the AVPA (and, as appropriate, the AVP GSPA), provide advice to senior leadership on AQACI matters
- Serving as a source of advice and support to units creating quality assurance processes for non-traditional academic programming

**Management and Oversight**

- Organizing and assigning tasks to AQACI staff to ensure effective support and smooth functioning of AQACI processes and to fulfill other AQACI Office commitments
- Holding primary responsibility for ensuring that all regulatory requirements under the IQAP are met
- Supporting the development of new programs, particularly interdisciplinary and transdisciplinary initiatives, and academic programs
- Guides the new program team (i.e., IAP, GSPA, AQACI) to review, critique and finalize new program proposals for submission to internal governance and externally to the Quality Council
- Overseeing and supporting the day-to-day operations of the AQACI Office (including as necessary, consulting about or approving decisions of AQACI staff (e.g., with respect to ranking external assessors), assisting with communications with academic departments or senior leadership, finalizing wording on Final Assessment Reports, and so on)
- Oversee the roles of the two Coordinator's efforts in support of developing quality assurance and continuous improvement processes for credentials and other activities that do not fall within the scope of the IQAP (e.g., WatSPEED programming)
- Using their supervisory role to build a team atmosphere among the AQACI staff, including during recruitment and development of employees
- Implementing and overseeing appropriate indicators (e.g., workload levels, client feedback, timelines for completion of processes) to guide decisions about modifications to AQACI processes
- Developing and recommending an annual budget to the AVPA, and working with the Administrative Manager and Assistant to the AVPA to maintain financial records

**Continuous Improvement of the QACI processes**

- Ensuring regular and frequent reconsideration of all aspects of AQACI processes. This will include being aware of changes made by the C-PR to AQACI processes and approving substantial such changes; working with the academic AVPs and AQACI staff to ensure that the process programs undergoing review is as smooth as possible (that they receive information in a timely way and that they receive information relevant to the quality of their offering and relevant to the gathering of other information (e.g., via surveys of students and alumni, etc.); in consultation with relevant stakeholders, ensuring that the role of AQACI in governance processes are as efficient as possible

and that AQACI is not the source of long delays; regular review of AQACI templates to ensure that they gather information useful to the program and University.

**Communications and Liaison**

- Providing useful critical feedback on self-studies for program reviews and new programs on behalf of the AVPA and, as appropriate, the AVP GSPA, drawing sensitive issues to the attention of the AVPs, when necessary, for their approval before passing it on to the program
- Communicating and interacting on behalf of the Vice-President, Academic and Provost, the AVPA and the AVPGSPA with the Ontario Universities Council on Quality Assurance (Quality Council) on issues related to proposals for new programs, reviews of existing academic programs and major modifications
- Representing the University of Waterloo at regional, national, and international professional meetings and conferences (in particular, at Quality Council Key Contact meetings) and building strong relationships
- Networking and building strong collaborative relationships with academic quality assurance offices at comparable universities, including sharing best practices and developing common resources
- Representing the AQACI Office on relevant University committees and groups (e.g., Undergraduate Operations, Graduate Operations, Senate Undergraduate Council and Senate Graduate and Research Council) and strategic projects
- With support from AQACI staff, draft useful and informative annual reporting documents for presentation to Senate and the Board of Governors by the academic AVPs (e.g., with due attention to questions of alignment of new program approvals or program revisions with strategic priorities of the University)

**Back-up in the AQACI Team**

- Maintain an understanding of the roles of other members of the AQACI Office. Serve, as appropriate, as delegate for other Office members, as a fill-in during periods of illness, or as a support for other roles when workload imbalances require it.

**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**

- Master's degree in a relevant discipline (e.g., Public Administration, Education, or a similar discipline requiring superior communication skills) or equivalent experience

**Experience**

- Experience in the post-secondary education sector, and knowledge of the processes and principles of university governance, and familiarity with the University's academic and support units (or the support units typical of a research intensive university).
- Familiarity with quality assurance, particularly the IQAP self-study process and new program approval from the program's point of view is a strong asset
- A track record of success leading a team with complex and varied goals; it is an asset if the teams are within an academic setting
- Experience supervising staff, and a record of creating a team atmosphere with staff members
- Demonstrated expertise in managing complex projects to successful completion

- Experience with technical writing and with editing and providing constructive feedback to authors; superior attention to detail and fact checking and copy-editing skills
- Exceptional communication skills, both written and verbal, with experience producing communication materials for a variety of audiences (administrators, faculty, students)
- Strong organizational and time management skills and the ability to prioritize tasks and work to stringent internal and external deadlines.
- Experience with effective and fair delegation of roles to others
- Superior interpersonal and negotiation skills; demonstrated ability to provide critical feedback that is diplomatic while remaining clear and to the point
- Comfort with public speaking and engaging in consultation work
- Experience working with individuals, in groups, and as part of cross-functional teams
- Ability to work independently and collaboratively on multiple projects with guidance from multiple supervisors
- Ability to think strategically, critically, and analytically and to make appropriate decisions
- Experience working with quantitative and qualitative data
- Knowledge of relevant social science research methods
- Proficiency with relevant research software (e.g., NVivo), and usual office-related software MS Word, Excel, PowerPoint, Adobe Acrobat

**Knowledge/Skills/Abilities**

- Well-honed communication skills, both written and verbal
- Outstanding attention to detail
- Strong organizational skills, ability to prioritize tasks, and work to internal and external deadlines
- Able to monitor and follow-up on a large volume of complex tasks
- Excellent interpersonal skills
- Comfortable engaging in cross-functional teams and working on multiple projects
- Able to work with high level of independence
- High level of technological proficiency and data management using MS Office products, WMCS or website maintenance, and SharePoint

**Nature and Scope**

- **Contacts:** Works closely with the AVPA and the AVP GSPA and the staff in both of their offices. Has substantial contact with department chairs, program directors, and academic Associate Deans. Maintains strong working relationships with relevant staff in various academic support units (e.g., CTE; IAP; the Centre for Extended Learning; the Registrar's Office; the Library; Cooperative Experiential Education; Equity, Diversity, Inclusion and Anti-Racism; the Office of Research; the Teaching Assessment Processes (TAP) Office; Alumni Relations). Works externally with counterparts in other universities and officers in provincial agencies (e.g., Quality Council, MTCU).
- **Level of Responsibility:** This position involves thought leadership in areas of strategic importance to the University and authority to update processes that involve substantial commitment of time and resources. It involves managerial work, including supervision of two FTE staff members.
- **Decision-Making Authority:** The Director is responsible for decisions made with regard to interpretation of IQAP and other quality assurance and continuous improvement procedures. They are responsible for regular review and improvement of AQACI processes, seeking approval from the AVPA and, as appropriate, the AVPGSPA only for substantial changes. The Director knows when it is appropriate to hand-off decision making for matters best handled by the AVPA and, as appropriate, the AVPGSPA).
- **Physical and Sensory Demands**: Minimal demands typical of an administrative position within an office environment

- **Working Environment:** Minimal exposure to disagreeable conditions typical of an administrative position. Will work in an office environment and conduct meetings across campus as well as occasional travel for professional development. Nature of responsibilities will sometimes require work in evenings and weekends. The Office of the AVPA has partial work-from-home options when these are consistent with the requirements of a staff member's job.