

## Manager, Admissions

Department:	Office of the Registrar	Effective Date:	Immediate
Grade:	USG 9	Reports to:	Associate Registrar - Admissions

### General Accountability

The Registrar's Office (RO) is involved in all aspects of academic life, including marketing for undergraduate student recruitment and admissions, enrolment, examinations, development and application of academic policies, and convocation. The office leads the development, execution, and evaluation of marketing strategies aimed at recruitment of highly qualified undergraduate students; timely admission of highly qualified undergraduate applicants; secure production and maintenance of accurate student records on which the University's grant claim is based; the administration of provincial student aid and bursaries; the administration of UW's locally administered financial aid guarantee; the management of merit-based scholarships and awards; financial aid counselling; prudent use of classroom space through the creation of class schedules that support the multi disciplinary character of curriculum and the interests of students; the creation of examination timetable and the administration of final examinations; the organization and execution of convocation ceremonies; and a central source of information, help and services as they relate to these tasks and responsibilities.

The Manager, Admissions (MA) reports to the Associate Registrar – Admissions. S/he is the manager responsible for the undergraduate admissions division of the Registrar's Office. These responsibilities include daily functional direction of undergraduate admissions and application processing activities ; providing effective direction and leadership to staff, including change management; ensuring fair performance evaluations; providing job-related training and encouraging staff participation in personal and professional development on an on-going basis; managing the admissions communication plan via web, email and phone to ensure admission requirements, processes and procedures are clear, accurate, concise and user-friendly; providing an expert source of knowledge related to university admission policy and procedures.

### Nature and Scope

The Manager, Admissions is one of two positions reporting directly to the Associate Registrar – Admissions.

The other position that reports to the Associate Registrar, Admissions is:

- Systems Manager, Admissions

Reporting to the Manager, Admissions are:

- One Admissions Coordinator
- Five Admissions Assistants
- One Customer Service/Admissions Assistant (reports to MA from Feb to April and June to Aug and Manager, Customer Service from Sept to Jan and May)
- Junior Admissions Assistants – Co-op Students (3 in winter term, 1 in spring term)
- Junior Admissions Assistant – (casual help - 4 months out of the year)

In carrying out the responsibilities of the position, the MA interacts directly with the Registrar, Associate Registrar – Admissions, Assistant Registrars, Admissions Officers, Faculty and College

Admissions Directors/Registrars/Associates and their admissions committees, Manager of Customer Services, Admission Systems Analysts, Director of Marketing and Undergraduate Recruitment, Manager of Communications, Admissions Manager of Housing, and Records Coordinators.

The MA has overall leadership responsibility and provides essential direction and vision for the execution of admission activities, customer service, and new admission initiatives. The Manager advises and makes recommendations to the Associate Registrar, Admissions and Assistant Registrars related to policy development and improved procedural efficiencies within the admissions team and faculty/college interactions.

S/he collaborates with the Manager, Customer Service in the Registrar's Office and provides support for strategic planning and implementation for enhanced customer service derived from the input of the admissions teams.

The Manager has extensive knowledge of admission policies and procedures, and must have sophisticated understanding of systems related to maintenance of admission and student records. It is essential for the Manager to be knowledgeable in a variety of computer systems in order to direct workflow and create appropriate job performance expectations which support all admissions record keeping functions in the Registrar's Office and that will meet enrolment and department priorities.

The Manager must be cognizant of the significant forces which influence Waterloo's position in its quest for high-quality undergraduate students and provide direction and leadership to the admissions team in implementing changes that support the Universities overall enrolment goals.

### Statistical Data

Permanent staff complement for Undergraduate Admissions: 25 FTE  
Undergraduate Domestic Enrolment: 24,891 FTE  
Undergraduate Visa Enrolment: 2,360 FTE  
Annual undergraduate application activity: 38,670 domestic applications  
Annual visa application activity: 5,675 visa applications  
Annual on-campus visitors: 60,000  
Annual prospective contacts: 160,000 (includes 60,000 on-campus visitors)  
Annual Tuition and Grant Revenue: \$261,000,000  
Actively recruiting world-wide in: 24 countries

### Specific Accountabilities

#### Managing, Leading and Motivating Staff

- Directs and coordinates the management and daily operation of undergraduate admissions and application activities in support of the University's mission with respect to enrolment priorities.
- The MA is responsible for 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.

- The MA facilitates effective internal communication and team building which results in the admissions team being flexible and adept at dealing with the heavy workload and constant change.
- The MA is responsible recruiting and hiring the admissions team, conducts performance reviews and handles disciplinary matters. S/he is also responsible for maintaining job descriptions (for those staff members reporting to him/her) ensuring that descriptions are up-to-date.
- Assists with the planning and delivery of training workshops, creation of manuals, and development of all user documentation for the admissions team. Responsible for ensuring that on-going training and development is thorough and timely for each staff member
- Exceptional leadership and change management skills to assist the admissions team in regular system updates and changes that impact day-to-day workflow and coding responsibilities. The admissions team is constantly dealing with ongoing policy and system changes that are driven by internal and external expectations and it's critical that this position provide positive motivation and support to staff.
- Coordinates the activities and sets the daily priorities within in the admissions team that takes into consideration conflicting priorities. To promote confidence within the admissions team and faculty, the MA must ensure that overall university enrolment goals and objectives are being met.
- Plans and modifies the yearly detailed admissions related schedule of activities to ensure priorities and university expectations can be met efficiently and effectively.
- Leads the planning and coordination of cross-functional staff activities in admissions, records, student awards and financial aid, and customer service during these times when admissions activity is low.

## **Communications**

- Provides vision and leadership in the research, design and delivery of the most effective and efficient communications to applicants.
- Primary resource and expertise on admissions policy and procedures to the Faculty and College Admission Directors and Assistants, Housing, Finance, Students Awards and Financial Aid, and the Admissions Team and other key areas in the Registrar's Office. May include providing regular statistical reports and updates as required.
- The MA is accountable for accurate and regularly updated communications pieces that includes but are not limited to the website for applicants and admitted students, all applicant/admissions email communications, print publications, and decision letters. This position requires the individual to work closely with the Project Manager, Marketing and Communications, to ensure accuracy and clarity in any communications.
- Creation and editing of communication pieces such as decision letters including offer letters, refusals, admission conditions, comments, checklists. Requires exceptional oral and written communication skills.
- The MA creates messages and provides strategies on new initiatives for communications to applicants and faculty contacts including email, Quest-student system access, decision letters and websites.

## **Admissions Policy implementation and decision making**

- The individual must have in-depth knowledge of all admissions related policies and procedures as they relate to the various applicants groups such as: Ontario Secondary School (OSS), Non-OSS, part-time, online learning, Letter of Permission, Cross-registration, Exchange, UAE campus, etc.
- It is critical that the MA keep informed about institutional initiatives and direction as they relate to recruitment and admissions in order to develop a reasonable plan. The MA must be able to communicate effectively to be able to influence priorities within various departments/faculties/colleges that impact the institution's goals and objectives.
- The MA is a problem solver who builds consensus in setting day-to-day and yearly priorities.
- Provides leadership and training to staff in the assessment of applicant records to determine admissibility and to ensure averages, requirements, and decisions are accurately evaluated and communicated.
- Reviews appeals and special case conditions with the appropriate Assistant Registrar and communicates these decisions to the applicant.
- Firmly and decisively leads the Ontario Secondary School admissions coding and tracking of related activities for applicants who are disqualified from being admitted to the university.
- Responsible for assessing, determining a decision, together with the appropriate Assistant Registrar, and communicating these decisions, for all deferral requests.

## **Directing and ensuring accuracy in coding and reporting**

- Accountable for ensuring the quality and accuracy of coding applicants/admissions records by the admissions team.
- Production support of admission procedures and controls in addition to responsibility for special and critical admission coding activity. To support admission procedures, the MA will generate queries that will test and evaluate numerous scenarios for validity that are crucial in the decision-making and coding process.
- Prepares investigative and quantitative data for the Associate Registrar, Admissions, Assistant Registrar, and Faculty/Colleges. This information will be used in assessing admissions practices/decisions, recruitment, retention and trends in admission and academic requirements. Reviews, assesses, recommends, and implements process improvements on new initiatives.
- Reports system processes and procedure problems to the Admission Systems Analysts.
- Prepares and evaluates statistical application, offer, confirmation, and registration data for the Assistant Registrars or Associate Registrar, Admissions to determine trends.

## **Other Activities**

- Plans, approves, and monitors admissions assistant's overtime, co-op staffing, and casual help to ensure that costs are accounted for within the budget.
- Represents the University of Waterloo at various recruitment events. The MA may be asked to represent the Associate Registrar, Admissions at events that have a high profile such as regional dialogues.
- Participates in a number of other activities for which the Office is responsible and specific duties and assignments that may be determined by the Registrar or Associate Registrar, Admissions.
- Aids in the administration of certain office-wide responsibilities including, registration, convocation, examinations and such general and specific duties as may from time to time be determined.
- The Manager, Admissions may be called upon from time to time by the Registrar, Associate Registrar, Admissions, and Assistant Registrars to undertake special projects and tasks.

### Working Conditions

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