

**YORK UNIVERSITY**  
**Department of Human Resources**  
**Job Posting – CPM**

<b>Position Title:</b> Associate Registrar & Director, Student Recruitment and Admissions	<b>Job Code:</b> 950308
<b>Faculty/Department:</b> University Registrar Office	<b>Salary Grade:</b> H \$124,611 – \$150,927

## **I. JOB PURPOSE:**

As Canada's third largest institution, York University has 11 Faculties that offer more than 5,000 courses with a student population of over 55,000. The Associate Registrar & Director of Student Recruitment and Admissions will provide leadership and advice related to the broad areas of strategic enrolment management, international and domestic recruitment and admissions.

In advancing the Division of Students' vision as 'Partners in Student Success', the Associate Registrar & Director, Student Recruitment and Admissions, reporting directly to the University Registrar, is specifically responsible and accountable for:

- strategy development focused on enhancing the University's position and interests in a dynamic and competitive environment for student recruitment and admissions, and advancing an integrated comprehensive, evidence-based institutional enrolment management strategy for domestic and international students;
- engaging and providing direction to/with senior leaders and decision-making committees on all aspects, needs and challenges related to new student intake for the University;
- the strategy, leadership, implementation and oversight of student recruitment and conversion, public relations, strategic awards and liaison activities meant to attract qualified domestic and international applicants to York University;
- all phases of the undergraduate and graduate admissions process including assessment and notification, undergraduate transfer credit, transfer articulation activities and document processing;
- ensuring the University's reputation and brand is represented to the public in a professional and persuasive manner;
- academic policy and procedure development related to graduate and undergraduate admissions in support of York's enrolment and admission goals;
- effective operational management of five units including human, financial, physical and material resources management in accordance with University policies, procedures, applicable legislation and internal collective agreements.

This position requires a student-focused professional who shares and lives the Division of Students values: Respect, Excellence, Innovation, Collaboration, Accountability, Care and Inclusion. These values must be demonstrated through a commitment to service excellence whereby the incumbent treats members of the community with care, values their time, strives for personal best, and, collaborates to improve service experiences for all.

## **2. MAJOR DUTIES:**

### **RECRUITMENT**

#### ***Policy Development and Strategy***

- In concert with others the Associate Registrar & Director will develop a university-wide and Faculty-specific recruitment strategy meant to enable the University to meet its enrolment objectives for domestic and international students that is data-driven and achieves desired institutional outcomes consistent with academic goals and principles as articulated in the University Academic Plan.
- Implements these strategies through central operations and through university-level coordination of Faculty-specific activities.
- Develops and nurtures a strong team for the successful attainment of University and Faculty-level goals.
- Participates in the evaluation and assessment of York's recruitment, retention and awards strategies considering enrolment trends, academic policy, government regulations, actions of competitors, market forces and the like.
- Responsible for ensuring that all marketing, promotional and other recruitment tactics are effective, up-to-date, and responsive to general and specific target audiences and are consistent with York's central branding image and value proposition.
- Carries out market research and trend analysis for the purposes of increasing market share, attracting and retaining the most qualified applicant pool, and providing the necessary statistical data to alter and/or initiate recruitment, marketing and retention strategies.
- Develops and implements special recruitment and awards programs and niche marketing activities to promote the reputation for the University as professional and leading edge, based upon marketing studies and environmental scans.
- Coordinates and builds consensus regarding recruitment and awards strategies. Consults with and encourages collaboration among and between senior academic and administrative offices of the University (President's Office, offices of the Vice-Presidents, Deans, and Directors of such offices as York International, Alumni Affairs, Financial Student Services, Housing, etc.).
- Along with the key managers and the Director of Communications (Division of Students) is accountable for the development of a communications strategy to support domestic and international student recruitment, and awards. Communications include print and e-publications, audio-visual materials, electronic media, advertising, information services and a range of promotional tools (e.g. signage) for critical recruitment events and activities.
- With matters related to domestic and international students, represents the University Registrar on various University policy and coordinating bodies including Retention Council, Recruitment Council, Enrolment Management Group, Enrolment Planning Group, Pan-University Awards Committee, Ontario University Council on Admissions.
- Actively participates at the senior management policy level in the formulation of enrolment management strategies. Supports the development of an integrated, comprehensive, and institutional recruitment and retention plan.
- Develops and maintains expertise across the strategic enrolment continuum through external engagement and professional development.

### ***Recruitment and Entrance Awards***

- Directs all recruitment activities carried out within the Office of the University Registrar. Exercises senior managerial oversight of overall York University recruitment and works with the Director, Student Financial Services to lead associated awards initiatives on and off campus.
- Exercises general oversight and a university-level coordinating role for all York University initiatives related to domestic and international student recruitment and entrance awards through liaising with Faculties as well as York International, Student Financial Services, Central Finance, Advancement Services, Housing, and Alumni Affairs.
- Oversees the sound management and implementation of all contacts provincially, nationally and internationally including agency relationships as necessary. Seeks to ensure the optimum benefit for student recruitment and entrance awards oversight of York's various domestic and international activities, including the organization and coordination of the efforts of members of faculty who wish to offer their services and participate in promoting the University.

- Engages and provides strategic oversight of third-party agents for the recruitment of international students.
- Initiates and develops pan-university conferences and workshops in collaboration with the University Registrar related to enhancing institutional capacity in the area of strategic enrolment management.
- Chairs pan-university strategic councils including the recruitment council.

### ***Marketing Plans and Communications***

- Initiates, prepares, updates and maintains strategic marketing plans for pan-university recruitment and awards campaigns for domestic and international students; establishes appropriate evidenced-based metrics for measuring effectiveness with a focus on cognitive and non-cognitive factors (including hiring appropriate expert support from relevant survey companies).
- Ensures that all admissions-related communications meant for the domestic and international student markets are accurate and consistent with respect to policy and across the University in collaboration with key managers and the Director of Communications (Division of Students).
- In collaboration with colleagues in the Office of the University Registrar ensures the provision of effective and accurate information and messaging to staff with respect to queries made by potential applicants and current students in person, by phone, by mail or electronically and via the Web site(s).

### ***Enrolment Management***

- Actively participates in university-level discussions (VPs, Deans, AVPs, Directors, etc.) with a view to the ongoing development and refinement in domestic and international student recruitment, retention and awards strategies and tactics meant to achieve institutional enrolment targets and for providing data-driven, evidence-based recommendations for changes to enrolment and recruitment strategies.
- Encourages and fosters cooperation and collaboration in the overall harmonization of the University's management of domestic and international student recruitment, retention and awards across the Faculties and other relevant units.

## **ADMISSIONS**

Working with appointed managers, the Associate Registrar & Director leads the Admission's work in the following areas:

### ***Assessment***

Overall responsibility for the assessment of candidates for admission to York's Faculties; establishes procedures and best-practice approaches; supports academic policy; ensures smooth, effective operations vis-à-vis systems, Faculty-specific needs and routines.

### ***Records Management, Logistics and Document Processing***

Overall responsibility for the effective handling and processing of records and documents used in the assessment of candidates for admission and in related systems operations including the generation of statistical reports. Establishes procedures; appoints staff; ensures orderly workflow and smooth operations.

### ***Transfer Credit***

Associate Registrar & Director has overall responsibility for a coordinated university undergraduate transfer credit policy and practice consistent with the University's academic objectives as articulated in the University Academic Plan. In addition, the incumbent oversees the formulation and implementation of policies and practices for awarding transfer credit towards a York degree incorporating the academic objectives of the Faculties.

### ***Academic Policy (General)***

Responsible for the development, refinement and observance of all academic policies related to admission of candidates for study at York University for seven undergraduate faculties, Graduate Studies, full-time and part-time, for fall, spring and summer programs. Senior resource person in academic policies and practices governing admissions; works with the University Registrar and academic officers in the development, change, implementation and application of academic policy bearing on academic standard of admissibility in all of its dimensions (e.g. GPA, competence in language, requirements for mature-student applicants, assessment of foreign credentials, etc.)

Represents Admissions regarding academic policy and practice in transfer credit and with articulation agreements with Colleges and Universities domestically and internationally. Works with units in the Office of the University Registrar, Senate and its committees, the Faculties, the College partners in the case of Collaborative Nursing programs, external agencies and other institutions in the development, refinement, articulation and implantation of university and Faculty policies on transfer credit and advanced standing.

### ***Policy (General)***

In conjunction with the University Registrar and the management team, the incumbent plays a key role in: the annual and ongoing formulation of university policy on admissions for the achievement of enrolment targets and longer-term planning of the University's enrolment strategy.

### ***Systems***

The Director is responsible for identifying system needs to the Director, Student Systems and the team leading the renewal of the Student Information System to ensure that the systems used in the processing of applicants and the other routines (e.g. statistical reporting) related to that processing are compatible. The Associate Registrar & Director contributes to the design and development of systems and assures that their testing, implementation and operation are conducted in a manner that meets stated requirements and expectations.

### ***Other***

- Ensures ongoing, strong and supported liaison with all Faculties regarding recruitment and admission strategy, enrolment intake projections, policy changes, enrolment targets and new initiatives. Establishes routines and activities (bi-lateral contacts with staff in Faculties, standing committees, ad hoc meetings, etc.)
- As requested by the University Registrar, exercises leadership for and represents units in the Office of the University Registrar on Senate committees, Faculty committees, to academic officers of the University, and salient administrative units (the Registrar's Office; the Office of Financial Student Services).
- As requested by the University Registrar, may be called upon to represent them with other York entities and external agencies (e.g., the Ontario Universities Registrar's Association and the Ontario Universities council on Admissions).
- Initiates and prepares reports (statistical, analytical and including recommendations) on university admissions and recruitment efforts.
- On occasion, represents the University Registrar in reports to or appearances before Faculty Councils, Senate Awards, etc., and on issues related to student recruitment, retention and awards.
- Initiates and oversees the implementation, directly or indirectly, of special events and programs meant to sustain or enhance the recruitment of domestic and international students.
- Develops and maintains expertise on academic and processing issues related to student recruitment, admissions, retention and awards and proposes changes or adaptations to ease such effort without detriment to the academic standards of the University.
- Initiates, develops and implements collaborative programming with other institutions, agencies or government offices meant to enhance York's recruitment and retention of domestic and international students.
- Acts on behalf of the University Registrar, as requested.

## **OPERATIONAL HUMAN RESOURCE AND FINANCIAL MANAGEMENT**

The Associate Registrar and Director oversees all aspects of the day to day operations of the Recruitment, Admissions Assessment and Processing functions of the Registrar's office for the University, through CPM Managers and a staff of approximately 50 YUSA staff, ensuring all operations are optimally efficient, sustainable and comply with University policy and accepted appropriate procedures.

The Associate Registrar & Director will recruit, develop and retain high-performing team members who are committed to service excellence and hold themselves accountable at both individual and team levels.

Is responsible for being fully knowledgeable of all York HR related policies and practices, all applicable collective agreements and employment related legislation and for applying them appropriately in all situations related to managing staff. Coach and advise managers and ensure their full compliance with all applicable collective agreements in the management of their staff.

Develop and motivate a strong team for the successful attainment of departmental and University goals. Conduct performance reviews; set, direct and monitor implementation of annual plans, goals and objectives. Ensure all staff training and development in Recruitment and Admissions keeps pace with a complex and rapidly changing environment (academic policies, changing enrolment objectives, technological enhancements, etc.).

Is responsible for being familiar with the OHS Act and Regulations and University health and safety procedures as they apply to the workplace. Ensure that safety workplace procedures required by management are in place, understood by employees and are adhered to.

Develop financially sound business plans; establish a budget to support successful recruitment and enrollment strategies and an effective and efficient Admissions and Assessment operation; monitor budgets and manage financial assets and resources within specified budget parameters.

### **3. SUPERVISORY RESPONSIBILITIES:**

Positions Supervised	No. of Incumbents	
<i>Managerial Reports Direct Supervision</i>		
Asst. Director, Student Recruitment - CPM	1	
Asst. Director, Admission's Assessment – CPM	1	
Asst. Director, Student Transfer & Transitions - CPM	1	
Manager, Document Processing - CPM		1
Admission's Data Analyst and Business Processes - YUSA	1	
<b>Total number of staff directly supervised:</b>	<b>5</b>	
<b>Total number of staff indirectly supervised:</b>		<b>46-48</b>

\*At certain times may have additional indirect staff of various employment categories (e.g. YUSA2, WorkStudy) to manage business needs.

- Manages both unionized and non-unionized staff with respect to collective agreement provisions and standard operating procedures.
- Directs, trains, coaches, sets staff priorities & guidelines, delegates responsibilities, hires/fires, evaluates and is involved in performance issues and disciplinary action.
- Manages and plans the staffing levels and required skill sets. Creates job summaries, assesses job requirements to meet the business needs. Participates in the recruitment of staff.
- Participates in labour relations matters.
- Plans/assigns and directs work to meet priorities. Approves time off.

#### 4. PERSONAL CONTACTS:

##### a. Contacts

##### Purpose

##### a. Level of Contacts within the University

Senior university management  
(President, VPs, Deans, etc.)

Intake Enrolment Strategy, Admissions Data Analysis and Recommendations, International recruitment activities and representation, Admissions policy changes, undergraduate, graduate studies and education admissions issues.

Faculties/Programs, Advising Centres

Recruitment and Admission's strategies, timelines and data needs for effective advising and decision-making.

York International

Overall strategic development and coordination of activities.

Office of the Registrar, SIS Team

Systems issues. Transfer Credit and degree audit issues; EDI; system enhancement projects.

Committees

Representing Admissions on APPC, etc. admissions assessment/evaluation articulation/Transfer Credit issues. Policy development/information flow

Students and Administrative Personnel	Involvement in Transfer Credit/Housing, Prestigious Awards, etc. articulation issues
Student Financial Services, Housing, etc.	Development of recruitment strategies, enrolment management

Senate, Senate Awards committee, Faculty Councils

## **b. Level of Contacts outside the University**

Advertising firms/consultants	Development of marketing Plan; recommendations regarding targeting of key audiences, benchmarking/metrics
Ministry of Training, Colleges and Universities	Observance of ethical practices/ provision and receipt of information for ministry publications; advocating for improvements (e.g. student access guarantee); regulations and related compliance adherence
Council of Ontario Universities	Fair practices; information/ lobbying re admissions-related regulations and issues
Government agencies	Information exchange; issues re student visas; etc.
Canadian Embassies/international partners	Information exchange; development of recruitment activities; development of multi- lateral partnerships
Commercial recruitment agencies And agents	Consultations; negotiations re engagement of services
Media	Publicity, communications strategy and recruitment
Vendors	Printing and publication; Production of videos and electronic media
CAATS	Admission policies; development of articulation agreements; coordination in postsecondary education; College Partners in case of Collaborative Nursing Programs.
Other Post-Secondary Institutions	Information exchange; discussion of collaborative ventures Admissions policies/procedures General policy development
Professional Organizations	Professional development; networking
Public at Large, Community Groups, etc.	Admissions policies/procedures

## **5. DECISION MAKING:**

Independent decision-making in all areas of responsibility subject only to the obvious constraints. Expected routinely to act independently and decisively.

The Associate Registrar & Director, Student Recruitment and Admissions is a senior management position with a high degree of responsibility and accountability, both at the policy and operational level. Within the general guidelines of relevant University policies and procedures under the general direction of the University Registrar, the Associate Registrar & Director is expected to initiate, develop, implement and oversee the responsibilities and duties of the position in a manner that combines good judgement with independence and decisiveness. This decision-making authority embraces policy; such operational areas as hiring/firing, new procedures and budgetary management; and various liaison activities external to Student Recruitment and Admissions, both inside the University and outside.

## **6. DIRECTION RECEIVED:**

Consultative, general guidance provided by the University Registrar; guidance on academic policy indirect (as established by Senate and its committees).

## **7. FINANCIAL/BUDGETARY CONTROL:**

Responsible for the proposal, negotiation and sound management of the budgets assigned to the areas of Recruitment, Admissions and Awards. Strategic management decision making and signing authority for operating budgets within the sphere of influence.

Management influence as it pertains to staffing levels and types of positions required. Decisions on staffing affect the complement of people and the salary levels for Management reports and rates of pay for unionized staff members.

Has accountability for the strategic recruitment and awards plans for the University that supports the Enrolment Management framework and its objectives/priorities.

## **8. QUALIFICATIONS:**

### ***A. Educational Requirements:***

University degree, Masters degree desired preferably with a specialization in marketing, education, business administration, leadership or equivalent.

Please note: This position requires the candidate to produce a verification of degree(s), credentials(s), or equivalencies from accredited institutions and/or international equivalents at the time of interview.

### ***B. Experience Requirements:***

10 years' appropriate relevant experience in student recruitment, admissions, marketing/public relations or related experience, preferably in a university environment; several years senior managerial experience in a unionized environment; experience with strategic planning and management. Several years of senior management experience including project management, developing admissions policies/procedures in the area of admissions assessment/evaluation and/or transfer credit/articulation.



### **C. Skills (Specialized knowledge):**

Proven ability to develop creative solutions to complex issues; broad understanding of the goals and objectives of the University; analytical ability to assess data, trends and make recommendations accordingly; ability to oversee the development of an admissions database and to analyze, direct and implement admissions related strategies; well-developed supervisory/managerial skills; superior initiative, judgment, resourcefulness and creative problem solving skills; proven ability to direct and manage several functions simultaneously; proven ability to adapt and to work highly effectively in a multi-tasked environment under high pressure with high volume of work; demonstrated ability to work with a wide range of contacts; superior negotiation, organization and project management skills, including work process review; superior written and oral communication skill; effective interpersonal skills; working knowledge of application oriented software including spreadsheets and database applications (e.g. MS Access, MS Excel, large computerized record system, etc.); knowledge of university program offerings and admission requirements; knowledge of an urban campus environment and broad understanding of the goals and objectives of the University.

Demonstrated experience and success in providing and/or creating conditions service excellence for a variety of stakeholders such as students, faculty, clients, customers, colleagues, users, etc.”

Has a genuine desire to improve the service experience for all stakeholders by treating individuals with respect, valuing their time, striving for personal best, and, collaborating towards continuous improvement.

Shares and lives our divisional values: Respect, Excellence, Innovation, Collaboration, Accountability, Care and Inclusion.

Superior communication and public speaking skills; excellent interpersonal skills; strong public relations and marketing skills; superior/effective negotiation, organization, analytical and project management skills; demonstrated ability to direct and manage several functions simultaneously; demonstrated creativity and initiative; fluency in the use and understanding of information technologies; familiarity with computer based information systems; ability to develop marketing databases so as to analyze, direct and implement recruitment, retention and awards strategies; market research skills; well-developed Human Resource Management skills; ability to communicate with diverse populations; strong leadership and team building skills; demonstrated effectiveness as a leader of positions of significant responsibility and complexity; demonstrated practice of promoting collaboration and collegiality; strong financial management skills; knowledge of an urban campus environment and broad understanding of the goals and objectives of the university; prepared to engage in travel. Valid G driver's license required and willingness to travel.

## **9. THE WORK ENVIRONMENT AND THE PHYSICAL/SENSORY DEMANDS:**

Private office for work on site uses a computer/smartphone. Has flexibility to determine standing and sitting requirements. Regularly attends meetings at other locations which may include walking and driving on occasion. Travels both domestically and internationally on behalf of the University approximately two to four times a year which includes air travel.

Positions requires verbal and active listening skills. Mental concentration to prepare strategic plans and reports. Some minor lifting and bending of recruitment materials weighing approximately 20 to 25 pounds rarely.