



**UNIVERSITY OF
ALBERTA**

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OPPORTUNITY PROFILE

Assistant Registrar and Director of Admissions

ABOUT ORGANIZATION

The University of Alberta's vision since its inception more than 100 years ago has been to be one of the world's great Universities for the public good. In the words of the first president, Henry Marshall Tory, the University of Alberta is an institution directed toward the "uplifting of the whole people" in Alberta, across Canada, and around the world.

The University of Alberta and its community has created a roadmap for the future—a roadmap that guides this comprehensive, research-intensive University as one of the world's most respected public universities. At its foundation lie talented people—students, faculty, and staff—who with their creativity, ingenuity, and drive join in advancing human knowledge and pursuing scientific discovery for the benefit of all.

The University of Alberta is a Top 5 Canadian university located in Edmonton, Alberta, one of the top 100 public teaching and research universities in the world, with more than 15,000 faculty and staff serving over 39,000 students. The University has an annual budget of \$1.8 billion and attracts well over \$480 million per year in sponsored research revenue. The University of Alberta is one of the largest drivers of the provincial economy, with an economic impact of \$12.3 billion annually, more than any other research institution in Western Canada—and more than double the impact of Alberta's tourism industry.

The University of Alberta delivers teaching and research excellence through six campuses including: North Campus, South Campus, Augustana Campus, Campus Saint Jean, Enterprise Square and Calgary Centre.

Mission

Within a vibrant and supportive learning environment, the University of Alberta discovers, disseminates, and applies new knowledge through teaching and learning, research and creative activity, community involvement, and partnerships. The University of Alberta gives a national and international voice to innovation in Alberta, taking a lead role in placing Canada at the global forefront.

Vision

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good.

THE OPPORTUNITY

Reporting to the Deputy Registrar, the Assistant Registrar and Director of Admissions (ARDA) is responsible for the leadership and overall direction for the Admissions unit, which processed more than 60,000 applications last year. As a member of the enrolment management leadership team, the ARDA is responsible for effective management and evaluation of applicants to all undergraduate programs, including domestic and international applicants, and applicants to professional programs. To achieve this, the ARDA provides direction to the Manager(s), Applicant Services leading the admissions team in order to deliver exemplary service to applicants and faculties and support institutional enrolment goals. The ARDA leads a team of seven direct reports and a total staff complement of over 30. This position is directly or indirectly responsible for 20% of the RO staff (170 in total). The ARDA is also accountable for a \$3 million budget.

The ARDA drives change in the Admissions unit to ensure that it can deliver appropriate admissions outcomes in a high volume and dynamic environment. With the launch of a new technology to manage undergraduate admissions, the Admissions unit will experience significant change. In turn, this will affect the staff complement. The ARDA will need to implement, manage and sustain the change to create a functional and collaborative environment. Considering business requirements, strategic directions, established processes, best practice human resource management, and technology, and applying an understanding of the changing admissions and enrolment management environments, the Assistant Registrar Admissions develops and delivers on the vision, goals and strategies for the unit, makes

recommendations to the senior leadership of the Office of the Registrar (RO), and, with guidance from the Deputy Registrar, advocates for change to deliver on the vision.

Under the direction and leadership of the Deputy Registrar, the ARDA contributes to the development and delivery of annual strategic enrolment management plans. Admissions and enrolment strategies are the collective work of the university, and enrolment management plans are developed in the context of University of Alberta institutional strategic plans and the external environment. The ARDA liaises with the 14 faculties, University of Alberta International (UAI) and the other leaders within the RO to develop and deliver on faculty and institutional enrolment priorities.

The ARDA provides complementary expertise to their colleagues in the faculties across our campuses. The ARDA has a comprehensive understanding of the University and its goals, and Faculty enrolment targets and program quotas. This position provides strategic information to support Faculties in making informed decisions in delivering on their enrolment management strategy.

In order to connect strategy to action, the ARDA is responsible for directing targeted admission processing and working collaboratively to meet faculties' admissions requirements. As the leading expert on university admissions regulations, policies, and procedures, admissions processes, and technical solutions, the ARDA works with the managers to set admissions priorities and direct processing activities to ensure efficient and accurate admissions processing. The ARDA also serves as the Registrar's designate for Applicant Offences under the Applicant and Student Codes of Behaviour.

The ARDA and the leaders for Student Connect, Student Financial Support, National Recruitment, Enrolment Management and Reporting, Records, Reporting and Fees, and the Information Systems & Business Development unit, lead different areas of activity, but share strategies, stakeholders, and expected outcomes, and work collaboratively in developing and delivering on strategic enrolment management plans.

SCOPE

The University of Alberta operates one of the largest and most diverse Registrar's offices in the country in regard to services provided to the University community. While other institutions provide some of the services and functions offered by this office, few provide all the services within the one office. The advantages of this broad-based approach include the ability to coordinate and leverage resources when peak activities occur, the ability to cross-train and offer multiple career paths to valuable employees, and the provision of face-to-face, virtual one-stop service.

The ARDA is one of five positions reporting directly to the Deputy Registrar. The others are: the Assistant Registrar Student Financial Support, the Assistant Registrar Student Recruitment & Engagement, the Assistant Registrar Enrolment Management and Reporting and the Manager, Indigenous Recruitment.

The ARDA, with guidance from the Deputy Registrar, must constantly pursue excellence in admissions operations. The incumbent is expected to consider the business requirements, strategic directions, established processes, human resources, and technology in the unit, and develop a vision, goals and strategies to drive any necessary change required to ensure that the unit can deliver effective admissions processing.

As a key member of the Deputy Registrar's team, the ARDA must be dedicated to supporting institutional excellence. The ARDA provides advice for the Deputy Registrar regarding admissions policy for undergraduate students, both national and international, helping to define progressive and equitable policies that promote high academic standards and the achievement of the University's enrolment goals. The ARDA must have a thorough understanding of the complex structure in which many areas of the university community share the responsibility of achieving the University's enrolment goals. The strategic goals and directions of the University and the Office of the Registrar will guide the incumbent's decisions regarding the admission of undergraduate students, as will a thorough understanding of institutional culture.

The ARDA must have a thorough understanding of the complex structure of the service units within the Office of the Registrar, the portfolios for the other Associates and Assistant Registrars, and the role that each play in achieving the mandate of the Office of the Registrar. They must also have a keen understanding of policy making and governance process of the University; and have a well-developed sense of the political tensions inherent in an organization as

complex and decentralized as the University of Alberta. The ARDA is expected to act with autonomy and discretion on any matter within the scope of authority provided to them by this position description. In all work, the ARDA is expected and empowered to exercise professional judgment.

KEY ROLES & RESPONSIBILITIES

Leadership

The ARDA leads the 35-member Admissions unit, liaises with 14 faculties and UAI as an admissions expert, and leverages knowledge of policy and practice to deliver efficient, accurate processing of more than 60K applications per year to undergraduate programs. The ARDA is accountable for ensuring the unit acquires, implements and leverages the optimal resources (technologies, policies and skilled staff) to deliver exemplary service to applicants and faculties, while supporting institutional enrolment goals.

- Responsible for developing, communicating and delivering on a vision, goals and strategies for effective admissions processing, driving the change necessary to achieve this vision.
- Accountable for delivering on, developing, revising and implementing RO policies, processes and practices in response to the complex and evolving external admissions environment.
- Endeavours to ensure that the admissions unit has the resources and skill necessary to deliver on the goals of institutional strategic enrolment management plans.
- Serves as a major liaison to 14 faculties and UAI, and provides expertise and direction on managing their applicant pools and enrolment targets.
- Guides and coaches the Manager(s), Applicant Services, as part of leadership, by:
 - Collaborating with them to develop, revise and implement processes and practices for effective admissions processing;
 - Holding them accountable to develop work completion targets and ensure that the targets are consistently met while maintaining high quality standards;
 - Supporting them, in collaboration with Human Resources, in the management, training, and coaching of staff; in the monitoring and assessment of individual and team performance; in the completion of individual performance reviews; and in discipline and performance management;
 - Reviewing and approving staff recruitment activities, training and development plans, retention initiatives, and overtime requirements; and
 - Providing leadership and direction, including offering training, coaching and mentoring, to encourage managers and other staff to develop their skills and improve performance.
- Accountable for the standards and quality of work completed within the role's purview.

Strategic and Operational Planning

The ARDA, applying expert knowledge of admissions trends and practices, in consultation with the Deputy Registrar, collaborates with colleagues within the RO to advise on the development of faculty enrolment plans. This work should result in aligned long-term (3–5 years) and short-term (annual) plans for strategic admissions and enrolment management. The ARDA is accountable for guiding the managers to ensure that admissions unit operations are optimized to deliver on institutional, faculty and RO admissions priorities in the short and long term.

- In consultation with the Deputy Registrar, ensures alignment between unit action plans and the RO and institutional strategic plans.
- Provides advice and guidance to senior leadership in the RO, and other senior administrative teams in the University such as sub-committees of the General Faculties Council, UAI, and faculty councils, on the development and delivery of long-term (3–5 years) and short-term (annual) admissions strategies and institutional admissions policies.

- Works with the Assistant Registrars of Student Connect, Student Financial Support, National Recruitment, Enrolment Management and Reporting, and Records, Reporting and Fees to develop and deliver on the enrolment management plan and individual unit plans, considering all aspects of the student experience.
- In conjunction with UAI, the faculties, the Student Financial Support unit, and the National Recruitment unit, supports the international enrolment goals of the University of Alberta.
- Collaborates with the RO Information Systems & Business Development (RO) and UAlberta Information Services & Technology to lend strategic direction and subject matter expertise for the ongoing development of technologies as they relate to the admissions function.
- To connect strategy to operations, guides and coaches the Managers to:
 - Define unit work targets and ensure that they are met by assessing work priorities and strategies, and measuring performance;
 - Pursue collaborative alignment with other units by integrating unit goals, operational strategies, and communication plans; and
 - Ensure that unit staff assists with activities such as final exam administration, convocation ceremonies, Open House and other events, all of which support the Office of the Registrar operations and strategic plan.

Relationship Management, Collaboration and Communication

The ARDA develops and sustains positive working relationships with key stakeholders in undergraduate admissions, including: 14 faculty counterparts, UAI representatives, colleagues within the RO, and peers at other post-secondary institutions, in order to provide effective service and accurate communications to applicants. These relationships, which are built on regular (daily or weekly) communication, are fundamental to shared decision-making and delivery on institutional enrolment goals.

- Informs the Deputy Registrar of internal and external issues that are important to the operational management of the Admissions unit.
- Promotes positive, collaborative working relationships with faculty and department offices, as well as UAI, in the interest of providing effective and efficient service to applicants.
- Develops and implements mechanisms to share knowledge and expertise related to admissions policy and procedures across the University.
- Working closely with the RO Communications unit, other units of the RO, the faculties and departments, and UAI, ensures the accurate communication on key admissions information to all stakeholders, particularly students.
- Maintains contact with counterparts responsible for admissions at other institutions, building relationships and providing advice and consultation as required.

Professional Accountability

The ARDA is responsible for ensuring university admissions practices reflect both current institutional admission policies (as stated in the University Calendar, UAPPOL and the GFC Policy Manual), and established or emerging international admissions standards (including curriculum and language proficiency standards). University admissions practices must also support faculties in meeting both internal and external (e.g. Government of Alberta) standards for transfer credit assessment. The ARDA, as the Registrar's delegate, is also responsible for ensuring Applicant offences are monitored, reviewed and pursued under the Applicant and Student Codes of Conduct. The ARDA is accountable for applying expert knowledge into the ongoing development of robust admissions policies and coherent, consistent, complete and clear practices to the benefit of the University and its applicants.

- Responsible for implementing institutional admission policy as defined in the University Calendar, UAPPOL and the GFC Policy Manual; defining, developing, monitoring, modifying and controlling standards, practices and procedures for admission activities within the RO and in conjunction with faculty and department offices.
- Serves as the Registrar's designate for Applicant offences under the Applicant and Student Codes of Conduct.
- Responsible to regularly review educational systems, curricula and English Language proficiency tests and make necessary procedure or policy change recommendations.
- Accountable for university oversight of transfer credit in collaboration with academic governance bodies, faculties, departments and other post-secondary member institutions in Alberta. The ARDA is the official contact person for the provincial government's Alberta Council on Admissions and Transfer (ACAT) and maintains membership and awareness of Pan-Canadian Consortium on Admissions and Transfer (PCCAT).

Committees/Internal & External Representation

The ARDA represents the admissions strategies, operations and policies of the Office of the Registrar at committees both internal and external to the University. As a leader within these committees, the ARDA must ensure that colleagues within and outside the RO have up-to-date knowledge of admissions standards, policies and best practices. The ARDA is responsible, in collaboration with the Deputy Registrar, for supporting a common understanding of admissions policies across the 14 faculties and UAI and ensuring that critical and emerging issues in enrolment management are proactively identified and addressed within the RO and across the University. The ARDA is expected to contribute to the work of Campus Alberta and relevant professional associations, connecting the practice of the RO to the broader admissions community.

- Participates in planning and management with the Advisory Committee on Enrolment Management and the Registrar's Management Group and ensures that critical issues are identified and addressed.
- Represents the Registrar and/or Deputy and the interests of the Office of the Registrar on admission committees, selected faculty councils and at events: is called upon to chair such committees.
- Contributes to the administration of the Office of the Registrar by acting in the absence of the Deputy Registrar as required.
- Maintains membership in and participates in professional associations, organizations and conferences to share knowledge and best practices and to identify beneficial new ideas and developments for possible local implementation.

THE PERSON

QUALIFICATIONS & EDUCATION REQUIREMENTS

To be successful in this role, the successful candidate will have the following education and experience:

- Minimum Bachelor's degree (Master's preferred) in a related field or an acceptable combination of education and experience.
- Minimum of seven years progressively responsible leadership experience in a higher education or related environment with a proven commitment to service excellence and enhancing the student experience. This must include leadership of large (>15 people), service-oriented teams with a high degree of autonomy.
- Demonstrated expertise in change management including: evaluating business requirements, strategic directions, established processes, human resources, and technology, and developing and implementing new strategies, policies, processes and procedures to improve operational effectiveness.
- Excellent relationship management skills, including the ability to establish and maintain effective, collaborative working relationships with a diverse population of colleagues, staff and clients.

- Demonstrated ability to act decisively and to exercise initiative and judgment on a wide range of issues.
- Strong administrative skills, including strategic planning and evaluation, budgeting, and financial management.
- Possesses the interpersonal and HR management skills, experience (3 to 5 years), and perspective necessary to effectively supervise a large team of professionals in a unionized environment.
- High level of critical thinking and proven ability to research, analyze/interpret statistical data, summarize issues, and apply analytics to solve complex problems.
- Experience in the use, management and change of enterprise IT systems; familiarity with Campus Solutions is an asset.

KNOWLEDGE, SKILLS & ATTRIBUTES

Leadership Skills: Has strong leadership and management skills; can lead through change and adapt to change; is able to contribute to the strategic planning process; is a team leader and a team player; leads by example; shares and articulates a vision.

Communication Skills: Possesses excellent verbal and written communication skills; presents ideas in a clear and concise manner.

Interpersonal Skills: Can deal effectively with a diverse group of individuals including academics, academic program areas, and students; can develop and cultivate strong relationships with a variety of stakeholders.

Management Skills: Values and promotes an open, communicative, and collaborative management style; empowers staff while providing guidance and direction; takes an entrepreneurial approach to their role and responsibilities.

Customer Service Orientation: Is focused on providing superior customer service; understands and appreciates the effectiveness of working synergistically with others in the University.

Organizational Skills: Has strong organization and process skills; meets deadlines; can prioritize a diverse workload.

Project Management Skills: Ability to plan, manage, facilitate, and participate in several projects at once.

Decision-Making: Can assess situations objectively and make sound decisions; is adept at problem solving; is decisive and accountable.

Results Oriented: Is proactive and responsive; approaches responsibilities with a high degree of energy and passion; is creative and innovative.

Professional: Has a high degree of integrity both personal and professional; is honest, sincere, dependable, and trustworthy.

COMPENSATION

A competitive compensation package will be provided including an attractive base salary and excellent benefits. Further details will be discussed in a personal interview.

FOR INFORMATION PLEASE CONTACT

Ardyce Kouri or Samantha Chiu

Leaders International
Suite 501 Fox One
10226 – 104 Street
Edmonton, AB T5J 1B8

Phone: 780-420-9900

Email: Edmonton@Leadersinternational.com