

**JOB TITLE: Manager, International Recruitment & Partnerships**

**DATE:** January 2014

**REPORTS TO** (job title): Associate Director Marketing & Undergraduate Recruitment/Director International

**JOBS REPORTING** (job titles): Senior International Marketing Recruitment Specialist and  
International Marketing & Recruitment Specialist  
Contract consultant – International Marketing & Recruitment Specialist

**LOCATION:** Main Campus

**Grade:** USG 11

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**PRIMARY PURPOSE:** Within the Marketing & Undergraduate Recruitment (M&UR) unit of the Registrar's Office (RO), responsible for operational oversight and successful implementation of all activities related to international undergraduate recruitment, including budget, travel, communications, research, and data analysis, as well as the cultivation and training of uWaterloo personnel who represent the university internationally and the development and maintenance of strategic partnerships that support undergraduate international enrolment management goals. Plays a crucial role in providing mature, confident, competent, and credible external representation of the university vis-à-vis government partners, private agencies, and other high-level stakeholders in a market that represents key institutional enrolment and revenue goals.

**KEY ACCOUNTABILITIES:**

**1. Responsible for developing, managing, and implementing all aspects of international undergraduate recruitment, including establishing and operationalizing strategy and budget decisions**

- Based on institutionally established specific enrolment management goals, informs the development, implementation, management, evaluation, and enhancement of a strategic plan that supports international enrolment management objectives and partnership agreements.
- Ensures that all tactical solutions align with the strategic plan and the achievement of the institutional enrolment management goals.
- With the goal of achieving international enrolment targets, develops and oversees a travel plan, incorporating evidence-based decisions and an accountability framework for measuring success.
- Manages positive and effective relationships with international prospective students, applicants, and parents; international liaison, recruitment, and admission specialists from other Canadian institutions; international guidance counsellors, teachers, and other educational officials; uWaterloo students and alumni; and representatives of businesses, employers, community agencies, and governments.
- Ensures timely, accurate, consistent, and ongoing follow-up with key audiences, including responses to direct in-person or email inquiries from students encountered by uWaterloo representatives during liaison events.
- Develops, recommends, and negotiates specific business plans and strategic partnership contracts with education agents and external partners, including but not limited to pathways opportunities proposed by a variety of institutional partners, and then presents the proposed contracts for legal advice from the Secretariat and the Associate Vice-President (AVP) International and for approval from the President.
- Develops criteria for choosing markets and identifying affirmative action opportunities.
- Develops market-specific plans that detail programs to be promoted; new admission, co-op, and scholarship models; and corporate sponsorship opportunities.
- Determines methods of leveraging travel to international markets for the enhanced achievement of international goals, including but not limited to memorandums of understanding (MOUs) with high-quality universities, subject to the approval and participation of the President.
- Works effectively with and represents uWaterloo at meetings with a variety of federal and provincial government and corporate partners and agencies.
- Develops and manages a significant budget aligned with the successful achievement of the institutional international undergraduate enrolment goals.
- Initiates and organizes regular M&UR team-wide reviews of all strategies and activities targeted at guidance counsellors and other educational influencers.

**2. Responsible for significant international travel to represent uWaterloo overseas**

- Responsible for the successful completion of all undergraduate recruitment-related international travel, including budget, market evaluations and reports, and travel documents.
- Travels outside of Canada, often for several weeks at a time, in order to attend globalization conferences and to act as uWaterloo's face-to-face spokesperson with key audiences in strategically selected international markets, including but not limited to Canadian embassy staff; international counsellors; Canadian colleagues responsible for international recruitment; and representatives of student recruitment agencies, governments, and businesses.

- Responsible for exhibiting a consistently high level of maturity, professionalism, and credibility as the “voice” of uWaterloo in dealing with federal and provincial government partners and in negotiating contracts with private for-profit agencies.
- Carefully oversees the co-ordination of the logistics of international travel, including the organization of well-developed plans and the creative solution of any problems that may arise.
- Responsible for maintaining and ensuring awareness of cultural norms, travel advisories, and sensitivities in targeted markets and for the adjustment of behaviours, appearance, clothing, and outward expressions of personal beliefs in order to assimilate so that uWaterloo can be presented in a professional manner (e.g., no outward signs of Christianity; for females, covering the head in the Middle East).

### **3. Collaborates, advises, and manages relationships**

- Collaborates with the Associate Director, M&UR/Director, International, to determine the strategic direction for international recruitment, providing advice and recommendations based on information acquired through relationships and meetings with external organizations and agents.
- Leads the university in developing, in collaboration with the AVP International, a Strategic Partners Advisory Council to advise on the overall strategy, vet strategic partnership proposals, and report to members of Executive Council with respect to the achievement of objectives.
- Provides international recruitment leadership and expertise, and advises and consults with the faculties in order to develop strategic plans related to international recruitment partnership agreements, with the responsibility of ensuring that the partnerships are in alignment with the university’s internationalization aspirations.
- Responsible for training and orienting overseas and on-campus partners, including the development of training modules.
- Conducts site visits to partner campuses and/or offices for training purposes and in order to assess the credibility and suitability of the partners for uWaterloo collaboration.
- Serves in a senior capacity on university committees that lead collaborative initiatives for the furthering of internationalization goals.
- Collaborates with and advises M&UR team members responsible for communications to ensure that internationally focused print and digital initiatives align with other international strategies.
- Proactively shares knowledge so that all M&UR team members can incorporate new information and techniques into their initiatives.

### **4. Understands and applies current, relevant market research and institutional knowledge**

- Analyzes, understands, and applies current and historical enrolment data in combination with demographics to determine trends, forecast future opportunities, and inform strategy development.
- Keeps fully informed and knowledgeable about all aspects of programs, admissions, student life, visual identity and branding, success after graduation, and other issues related to international undergraduate prospective students, applicants, and admitted students, including all relevant research, communications, recruitment initiatives, and how any changes impact international policies and strategies.
- Understands the role of research in M&UR’s evidence-based strategies, and collaborates with the Research Manager to establish research objectives and create data analysis solutions to inform decision-making, strategy development, messaging, and budget; to determine the optimal methods of evaluating the effectiveness of the strategies for which s/he is responsible; and to ascertain and recommend the most effective enhancements.
- Analyzes current research and prepares faculty progress reports that demonstrate advancements toward international recruiting goals and that provide information and research data to inform strategic decisions with respect to emerging markets.
- Maintains a clear understanding of the needs and behaviours of M&UR’s international target audiences and influencers at different stages throughout the enrolment management funnel in order to enhance the strategies for which s/he is responsible.
- Researches and recommends enhanced international marketing strategies and policies, and keeps current with respect to best practices.
- Maintains awareness of trends in international education and application systems, of significant developments that impact the marketing of the university to international audiences, and of the international marketing practices of uWaterloo’s competitors.
- Responsible for ensuring the ongoing evaluation of the quality of international educational institutions as a basis of the determination of preeminent schools to visit.
- Keeps well versed in the latest technology tools and their usefulness in the development and enhancement of a database for managing research and travel, producing engaging presentations, and creating strategies for connecting with prospective students and applicants whose location precludes in-person visits.

### **5. Manages and motivates staff**

- Hires, supervises, and evaluates international recruitment staff, including one contract consultant, which involves the management of interview committees, the selection of outstanding candidates, salary negotiations, and any disciplinary action necessary.
- For all staff who report to him/her, leads collaborative projects, sets clear and reasonable expectations, provides ongoing feedback, ensures the delivery of results, and establishes a strong foundation for performance through a comprehensive training program
- Creates and maintains a work environment that fosters supportive mentorship, professional quality, creativity, respectful communication, positive energy, and synergy.

**6. Develops and manages efficient business practices**

- Assumes project management responsibilities for all international undergraduate marketing and recruitment activities, including personnel, resources, time, and budget, ensuring proper control of expenditures for the strategies for which s/he is responsible.
- Develops, writes, and follows Marketing Action Plans that accurately document all components of each marketing strategy for which s/he is responsible, and contributes appropriate updates to the overall M&UR tactics document.
- Collaborates with all M&UR managers who participate in off-campus visit strategies to develop and implement a consistent approach to market and travel reports, database management, record keeping, budget practices, and standardized accountability frameworks for all target audiences.

**7. Other**

- Participates in M&UR recruitment events and in the administration of specific RO department-wide responsibilities, including convocation and such other general and specific duties as may from time to time be determined.

**POSITION REQUIREMENTS AND PREFERRED QUALIFICATIONS:**

**Education:** Bachelor's degree

**Experience:**

- 5 years of experience in an international recruitment role, preferably in an educational setting.
- Experience and/or an understanding of not-for-profit marketing, preferably at a university, or an understanding of enrolment management principles, as defined by industry enrolment management experts, such as Noel Levitz.
- Essential: proven degree of maturity, confidence, and competence sufficient to provide effective, credible representation of uWaterloo in negotiating contracts with private for-profit agencies and in dealing with federal and provincial government partners and other high-level stakeholders.
- Demonstrated strategic-planning proficiency, with evidence of critical-thinking and analytical skills to enable the assessment of opportunities and the development of international recruitment initiatives and contributions to change management.
- Ability to understand uWaterloo's recruitment, admission, and retention goals and to translate this understanding into effective strategies for a variety of audiences.
- Essential: demonstrated outstanding public/promotional speaking and presentation skills.
- Demonstrated ability to think on the spot, improvise, solve problems, and make effective decisions independently
- Experience with the creation and evaluation of evidence-based strategic plans.
- Experience in hiring, supervising, evaluating, and developing employees as well as developing and managing budgets.
- Excellent written and oral communication skills.
- Ability to build consensus, foster teamwork among a variety of stakeholders, and lead integrated project teams.
- Strong organizational and problem-solving skills coupled with the ability to handle multiple tasks, meet deadlines, and excel in a fast-paced environment characterized by changing priorities.
- Demonstrated ability to thrive in and contribute to an integrated and collaborative team environment and to apply a positive team approach to working with colleagues.
- Essential: flexibility, diplomacy, sound judgment, and relations-management skills coupled with the ability to influence and motivate others and to manage crisis situations effectively.

**Technical:**

<b>MS Word</b>	<b>Excel</b>	<b>Presentation software e.g., PowerPoint, Prezi</b>	<b>Other: Sequel Server Reporting; Cognos</b>
Advanced	Advanced	Advanced	Intermediate

**NATURE AND SCOPE:**

- **Interpersonal Skills:** Internally, communicates with a wide range of departments and groups in order to deal with, influence, and motivate employees or groups of people; externally, conducts critical communication and negotiations with a wide variety of international organizations and high-level governmental and private stakeholders to deal with, influence, and motivate others to achieve institutional international enrolment management goals.
- **Level of Responsibility:** Responsible for managing a university-wide function or process to operationalize university strategies related to international recruitment through the application of proven ability, extensive experience, and strong working knowledge and understanding of internationalization issues within a highly complex institution and competitive marketplace; expected to bring a collaborative spirit to the enrolment management effort, to provide expertise to academic units to inform realistic decision making, and to exhibit a vitally important high degree of mature and credible professionalism as the representative of the university both internationally and in Canada.
- **Decision-Making Authority:** Responsible and accountable for operational oversight of international undergraduate recruiting efforts at uWaterloo, including both traditional and innovative recruiting strategies; continually makes decisions that have a significant impact on and consequences for the reputation and revenue of the university and the success of international enrolment management; determines the optimal course of action to solve problems and to exert a positive influence on other stakeholders and on key recruitment audiences; frequently makes such decisions independently, under pressure, and in situations where no support is available.
- **Physical and Sensory Demands:** While on campus, minimal demands typical of a position operating within an office environment; while travelling: extreme demands because of unavoidable exposure to dangerous or unpleasant environments, and disruptions in lifestyle coupled with unusual hours/schedules; extensive and lengthy worldwide travelling involving large amounts of international travel, overnight stays in hotels, and visits to a wide variety of educational institutions; requirement to remain physically and mentally alert, enthusiastic, and cheerful under pressure and in unfamiliar environments; heavy lifting of recruitment materials; constant alertness required during travel, driving, and presentations.
- **Mental Stress:** While travelling: possibility of exposure to political unrest and increased potential for unstable social conditions; difficulties associated with travelling and communicating where English is not the first language; additional hours of work and prolonged absences from office and home; multiple and/or tight deadlines related to the expectation that correspondence and responses to accumulated email inquiries be dealt with even during absences from the office; increased stress during travel caused by tight scheduling that maximizes effectiveness in a market and consequent pressure resulting from unplanned events such as traffic delays and inclement weather.
- **Working Environment:** While on campus: minimal exposure to disagreeable conditions typical of a position exposed to stress and pressure associated with management-level responsibilities; work outside the normal operating hours of the institution; while travelling: extreme exposure to disagreeable conditions during the travel season: 8- to 24-hour plane rides in economy class, with little opportunity to stretch and move about; extensive driving; standing for periods ranging from 8 to 12 hours; extreme temperatures and weather conditions; substantially elevated levels of smog and pollution; exposure to numerous diseases and unsanitary conditions; exposure to wild animals, reptiles, and insects; living in hotels and spending time away from the office and home; necessity of putting personal/social activities on hold.