A. JOB PURPOSE
The Manager of the Admissions and Student Recruitment Office is accountable for planning and managing the University’s admission and recruitment activities. He/she contributes to UNSW’s mission and objectives by providing policy analysis and strategic advice to the Executive, senior managers and academic committees on admission and recruitment initiatives, arising issues and opportunities.

The Manager will implement UNSW policy and contribute to its formulation and review. He/she will initiate reviews, participate in decision-making, establish performance measures and provide professional advice to support the goals, objectives and directions of UNSW's Strategic Plan. The effective management of the Office, because of its direct impact on the enrolment plan, is integral to the achievement of the University’s goals and to the stability of its financial base.

He/she will have critical input into the development of new systems and the introduction of new technology to support the delivery of admission and recruitment services. As a senior officer within the Registrar’s Division, the Manager will contribute widely to UNSW student administration and provide strategic advice and critical and creative thinking beyond the functional area

B. Major Duties
• Prepare reports, policy documents and proposals for change for consideration by the Executive and/or by Faculties and committees of the Academic Board. Provide strategic policy advice to the Executive on recruitment, admissions policy, admission trends and future directions.

• Implement Council, Academic Board and Faculty policies and provide advice to the academic community on UNSW policies. Render assistance with proposals for change emanating from Faculties.

• Be accountable for the effective communication of recruitment and admission policies and procedures throughout the University and to prospective students, teachers and parents.

• Plan, and through an extensive consultative process, develop and implement a coherent and effective recruitment strategy for undergraduate students. Work with Deans and program coordinators to implement postgraduate recruitment and marketing strategies. Contribute to UNSW marketing strategies through participation in relevant committees and working parties.

• Plan, develop and review critical admission and recruitment functions and in consultation with staff, set performance targets for the teams, and goals, objectives and priorities for the Office. Proactively initiate reviews and be accountable for their fruitful and productive outcomes.

• Serve on UNSW committees and working parties as appropriate. Serve as Registrar’s nominee to Faculty committees. Serve on external committees such as the Users’ Committee of the Universities Admission Centre, as appropriate.

• Conduct reviews of procedures and action taken in specific student cases in accordance with UNSW’s grievance procedures. Undertake the resolution of difficult or unusual student cases.

• Authorise for publication marketing and student recruitment material such as the Undergraduate Prospectus. Extend the use of the Internet to reach, inform and enthuse prospective students.
• Contribute to the development and implementation of equity admission strategies and to the development of the University’s equity plan.

• Establish and monitor processes to ensure best practice response times to direct applications. Monitor standards of written and verbal communication to ensure high standards are maintained.

• Manage and direct the process of admission of postgraduate students and international undergraduate students. Ensure the delivery of efficient service in relation to assessment, deposit receipt and other follow-up work. Monitor the process of assessment of applications, within Faculty guidelines, of applications for admission to coursework programs.

• Direct the processing of applications received through the Universities Admission Centre (UAC) and the processing of applications received for equity admission programs.

• Monitor income and prepare financial statements for fee-paying programs such as the University Preparation Program and bridging courses. Serve on management committees for these programs.

C. STATISTICS
Permanent staff of the Office = 20 (this is augmented by 8+ casual staff during the peak processing period from October to March and at other critical periods.

Number of applications processed:
via UAC 45,000
direct to UNSW 20,000
others such as UPP, non-award etc 3,000
equity scheme applications 1,800

Number of degree courses offered: 250
Annual recruitment activities: 500+
Incoming mail and telephone enquiries (recruitment): 35,000

D. REPORTING RELATIONSHIPS
The Manager will report to the Assistant Registrar. Others reporting to the Assistant Registrar are the Head, Scholarships, Student Loans and Research Students Office and the Head, Housing Office.

The Office is made up of 4 teams, each of which carries out different admission and recruitment functions. The Admissions Office processes all applications for admission of new domestic and international students: undergraduate, postgraduate, HECS and FEE paying, and non-award including applications for special consideration, concessional entry under UNSW equity schemes, programs for older students and bridging courses. The Student Recruitment Office is responsible for local undergraduate recruitment activities and, in association with Faculties, assists in the recruitment of local postgraduate students.

The four teams of Admissions and Recruitment officers are:

(a) UAC Admissions team

This team is responsible for the admission of undergraduate students through the Universities Admission Centre and for the admission of local undergraduate students at mid-year. This team is responsible for the management of UNSW’s equity programs for the admission of disadvantaged and older students. The team is also responsible for the admission of non-award students and for the processing of applications for internal program transfer. The team leader is Margaret Scott (level 8).

(b) Direct Admission team #1

(c) Direct Admission team #2
Each team is responsible for the admission of international students and local postgraduate students for a group of Faculties. The team leader is a level 7 position.

(d) Student Recruitment team

The Student Recruitment team is responsible for the recruitment of undergraduate domestic students. Extensive travel is undertaken throughout the state to serve the needs of rural students and their families. The Team also works closely with the Faculties for the recruitment of postgraduate domestic students. The team leader is Anne Robertson (level 9)

The Manager will deal directly with Deans, Presiding members of the Faculties, Heads of Schools and course co-ordinators as well as heads of administrative units across the University. He/she will have extensive dealings with students, applicants and their families in relation to extremely sensitive issues that require tact, diplomacy and cultural sensitivity. He/she will have extensive dealings with external organisations such as the NSW Department of Education and Training, UAC, AusAID and other Commonwealth departments.

E. PRINCIPAL ACCOUNTABILITIES

1) Implementation of Council, Academic Board and Faculty policies.

2) Provision of strategic advice and assistance to Faculties, the Executive and VCAC, and the committees of the Academic Board.

3) The achievement of the University’s admission and enrolment targets.

3) The achievement of the University’s admission objectives in relation to students from equity target groups such as rural and isolated students, indigenous students, students from low socio-economic background.

4) The development of strategies, systems and procedures to support the recruitment of new students. To bring a strategically effective management focus to recruitment activities that involves the Faculties and other stakeholders and which delivers a cost-effective, coherent and over-arching recruitment plan.

5) Anticipation of the need for changes to systems and/or policies and a pro-active response to the admissions environment. On-going development of strategies and systems to support the admissions function.

6) The provision of quality service to students and applicants and other clients of the Office.

7) The sound and effective management of the Admissions and Recruitment Office. The Manager will be responsible for the efficient and effective operation of the Office and the management of its resources. Monitoring of staff performance against agreed standards. Ensuring appropriate staff training is available to meet on-going needs. Continuously review internal office systems and processes to ensure high standards of performance are maintained.

F. MINIMUM EDUCATION REQUIRED

A bachelor degree or equivalent is the minimum educational standard required.
G. SELECTION CRITERIA

Essential criteria:

- Proven ability to effectively manage staff from a range of backgrounds who are required to deliver high quality, professional, and timely services;
- Highly developed managerial skills demonstrated in an environment of large volume work-flows and critical deadlines;
- Demonstrated capacity to lead and motivate staff to achieve the strategic directions of the office;
- Excellent policy skills, including a capacity to identify issues and prepare effective strategies for meeting student and staff expectations;
- Demonstrated capacity to create, develop and implement new policies and procedures and to promote these throughout the University and the wider community;
- Demonstrated critical and creative thinking and proven ability to evaluate service delivery and institute change;
- Good understanding issues facing UNSW student community;
- Extensive experience at a senior level in student administration within a university or related area;
- Outstanding written and verbal communication skills;
- Outstanding interpersonal skills and cultural sensitivity towards students and staff from a diverse range of backgrounds;
- Proven ability to work collaboratively with client groups and stakeholders across a complex organisation;
- Demonstrated ability in the handling of sensitive issues and grievances;
- Understanding of equity and access issues in relation to the recruitment and admission of students; capacity and willingness to implement and develop EEO policies and principles.

Desirable

- Experience in the effective design, use and modification of databases from a consumer perspective.
- Experience in the design and implementation of successful student recruitment strategies.