

COLUMBIA COLLEGE

Position Description

<p>NOTE: Must; Shall; Will: Should: May or Could; Can:</p>	<p>Clarification of Terms These words or phrases indicate actions or activities that are <i>essential</i> or <i>mandatory</i>. This word implies that it is highly desirable to perform certain actions or activities, but not essential or mandatory. These words imply freedom or liberty to follow an alternative to the action or activity being presented in a document.</p>
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Position Title:	Manager
Program/Department Name:	Student Services Department
Reporting to:	President, Columbia College, Calgary
Position Summary:	The Manager of Student Services oversees the Student Services department and provides leadership and direction for the College in this area. The individual is responsible for an integrated Student Services Department consisting of the following units: Prospect Advisors, Admissions Advisors, Administration, and Marketing and Special Events for the College.
Organizational Structure:	This manager will work in a flat organizational structure consisting of a direct supervisor, a number of program peers and other management specialists. He/she will operate as autonomously as authorized by his/her supervisor and will supervise a team of part-time and full-time professionals as approved in his/her budget.
Qualifications and Experience:	<ul style="list-style-type: none"> • This professional will normally have completed a diploma or degree and minimum five years of progressively responsible positions in a higher education setting, three of which must be in Student Services, Administration, or Marketing (or equivalent combinations of education and experience). The individual will have progressive levels of supervisory/management responsibility within a post-secondary setting. Evidence of ongoing training in business and adult education would be an asset. • The individual will be highly organized and an experienced team player, an effective communicator, possess strong interpersonal skills, be detail oriented, have a keen desire to learn and grow professionally, be open to change and have a strong work ethic. • Along with well-developed computer skills, this professional will demonstrate a genuine concern for all perspective, current and graduate student procedures, policies and guidelines, and commitment to the betterment of the department and organization.
Roles and Responsibilities:	<ul style="list-style-type: none"> • For Columbia College to become successful, each of its customers (including staff and students) must succeed. To achieve this requires a clear understanding on everyone's part of his/her roles and responsibilities as well as a commitment to fulfilling said responsibilities. • As will be noted in reviewing the list of roles and responsibilities below, it consists of two distinct parts. First is a set of generic roles and responsibilities. This is followed by a list of specific roles and responsibilities. The generic roles and responsibilities are included in every position description at the College. The specific roles and responsibilities are specific to this position.

Professional Code of Conduct

Our success in the workplace is based on how proficient we are at utilizing our knowledge and skills and how effectively we conduct ourselves each day as professionals in satisfying the needs of our internal and external customers, and the goals of our organization. The following list describes many professional behaviours that can help us become more effective. The more skilled we become at applying each of these behaviours, regardless of our position in the organization, the more successful we will become.

1.0 Professional Approach and Ethical Behaviour

- 1.1 As a professional, demonstrates pride in their work and is honest, moral, ethical, honorable, trustworthy, and acts with integrity
- 1.2 Is pleasant, polite, punctual, positive, friendly, smiles, and asks how they may help others
- 1.3 Is reliable, responsible, accountable, loyal, engaged, and enthusiastic about their work
- 1.4 Is compassionate, caring, and finds meaning and fulfillment in their work
- 1.5 Tries to be constructive, pro-active, and acts as a protagonist
- 1.6 Contributes to a safe, secure, and environmentally-friendly workplace and world
- 1.7 Views adverse experiences as learning opportunities and recovers quickly from such experiences
- 1.8 Keeps personal bias out of the workplace, does not use profanity, and respects cultural differences
- 1.9 Dresses appropriately for the workplace in a neat, clean, and well-groomed manner
- 1.10 Contributes to the organization via volunteering, coaching, and mentoring others
- 1.11 Is active in their professional association (where appropriate)

2.0 Interpersonal Relations and Teamwork

- 2.1 Treats all individuals in an equal, fair, and just manner (does not label, or discriminate against others)
- 2.2 Is a good role model and synergistic team member who is personable, sociable, cooperative, collaborative, has a sense of humor, and is well mannered
- 2.3 Is considerate and sensitive to others needs and uses tact and diplomacy when required
- 2.4 Is respectful, courteous, and sincere (does not belittle, intimidate, or insult others)
- 2.5 Views each client, patient, student, customer, and coworker as a valued customer whose needs must be satisfied before they or their organization can succeed
- 2.6 Is available, approachable, and may develop close personal relations (avoids romantic situations)
- 2.7 Offers support, assistance, is flexible, and helps build a positively connected team and organization
- 2.8 Makes allowances for others mistakes by showing empathy, understanding, and forgiveness
- 2.9 Is open to constructive criticism, and takes responsibility for one's errors by apologizing, and correcting them
- 2.10 Avoids conflicts of interest and respects others' workspace and privacy (e.g. FOIP)
- 2.11 Seeks help from others and offers help to others to become more efficient and effective

3.0 Self-Concept and Confidence

- 3.1 Projects a positive self-concept and feels internally confident, yet does not dominate interactions
- 3.2 Functions well in ambiguous situations
- 3.3 May assume responsibility and leadership when required yet remains humble and gracious at all times
- 3.4 Demonstrates self-efficiency by following through on commitments in order to achieve outcomes
- 3.5 Considers themselves equal to others and demonstrates such in their interactions

4.0 Communication

- 4.1 Demonstrates effective listening, speaking, and writing skills
- 4.2 Helps to keep team members informed of changes in the department and/or organization
- 4.3 Develops more effective ways to improve verbal and non-verbal communication (e.g. tone of voice)
- 4.4 Respects others privacy and confidentiality (does not engage in gossip)
- 4.5 Maintains emotional control and encourages others to do the same
- 4.6 Deals with difficult situations and sensitive issues in a professional manner
- 4.7 Avoids engaging in disagreements and arguments in public. Seeks assistance when necessary.
- 4.8 Follows the organization's technology use policy

5.0 Life-Long Learning and Professional Development

- 5.1 Continues to increase their knowledge and skills to become more competent (e.g. credit courses, workshops, seminars, conferences, professional books, journals)
- 5.2 Shares newly developed approaches based on leading edge research
- 5.3 Monitors changes and makes or recommends needed adjustments
- 5.4 Keeps informed about changes affecting their profession, department, organization, and industry
- 5.5 Acknowledges when they do not know something and seeks to increase their competence

6.0 Problem Solving/Decision Making

- 6.1 Either individually or within a team, identifies work-related and customer-based problems/challenges
- 6.2 Helps others to view problems and concerns as challenges and even opportunities
- 6.3 Seeks input from those affected by work-related or customer-based problems
- 6.4 Is more effective when they actually identify the problem as opposed to a symptom
- 6.5 Assesses and analyzes problems by using such techniques as brainstorming, nominal group technique, Delphi technique, reframing, and lateral thinking
- 6.6 Objectively determines the most efficient and effective solution to each problem/challenge
- 6.7 Tries to make fair and just decisions that contribute to the common good
- 6.8 Effectively implements solutions in a timely manner
- 6.9 Monitors and evaluates solutions and takes further corrective action as needed

7.0 Creative Thinking and Innovation

- 7.1 Is more creative by asking 'why' and more innovative by asking 'what if'
- 7.2 Takes calculated risks and is willing to recommend and/or initiate change

8.0 Negotiating or Conflict Resolution

- 8.1 Identifies customer or employee issues when a conflict first arises by listening to and determining their wants, needs, and concerns.
- 8.2 Effectively uses conflict resolution and problem solving techniques
- 8.3 Effectively negotiates and helps others resolve issues in conflict by focusing on facts and not emotions
- 8.4 Turns to qualified professionals to resolve situations involving harassment, bullying, or violence

9.0 Organizational and Time Management Skills

- 9.1 Practices one-touch policy by taking immediate action to solve simpler challenges (e.g. does not put paper, emails, etc. in piles) and develops a plan to take action on more complex challenges
- 9.2 Uses electronic calendar to plan regularly occurring daily, monthly, and yearly meetings and activities
- 9.3 Maintains an organized office, desk, files, documents, and working environment
- 9.4 Is prepared in advance for appointments and meetings (meeting etiquette)
- 9.5 Sets SMART individual and/or team goals by completing assignments, reports, etc. in an accurate and timely manner (does not procrastinate)
- 9.6 Lets others know if they are unable to meet a commitment, must change a priority, or needs help

10.0 Stress Management

- 10.1 Maintains composure under pressure and draws on their internal strength to succeed during difficult times
- 10.2 Effectively deals with negative situations in a positive manner
- 10.3 Maintains a balance between personal and professional life
- 10.4 Maintains a positive, focused, and more productive environment by reducing negative stress

11.0 Leadership Style

- 11.1 Effectively contributes to the organization's vision, mission, directions, goals, and Code of Conduct
- 11.2 Encourages others to adopt a positive leadership style (does not use threats or punishment)
- 11.3 Stimulates interest and enthusiasm on the part of others and contributes to positive employee morale
- 11.4 Coaches, advises, mentors, and counsels others where appropriate
- 11.5 Motivates others to achieve their intrinsic and extrinsic rewards through recognition, praise, and where possible through empowerment
- 11.6 Brings out the best in others which helps them channel their energy and experience greater satisfaction
- 11.7 Seeks new opportunities or approaches that will increase customer satisfaction, respect, and loyalty
- 11.8 Networks with others outside the organization and builds relationships that will benefit the organization
- 11.9 Bases leadership practice on collective vision, beliefs, as well as professional attitude and values
- 11.10 Builds a sense of shared values that bind others to a common cause and/or direction

11.11 Encourages and promotes a culture based on trust and respect

12.0 Performance

- 12.1 Continually seeks new ways to more efficiently and effectively perform their duties and responsibilities which contributes to the financial success of the organization, and as a result, also increases job security
- 12.2 Is committed to continuous improvement in the quality of goods/services their customer/patient/client/student experience
- 12.3 Contributes to the long-term growth and success of the organization by providing such outstanding customer service that current customers refer new customers on an ongoing basis
- 12.4 Firmly believes that only when each internal and external customers succeed, will they succeed

Specific Roles and Responsibilities

13.0 Business Planning, Budgets, and Corporate Reporting

- 13.1 Ensure accurate and timely documents and reports are provided.
- 13.2 Effectively manage approved expenditures.
- 13.3 Assist department units in achieving or exceeding enrollment goals.
- 13.4 Assist department units in achieving or exceeding customer satisfaction goals.
- 13.5 Achieve or fall below expense goals.
- 13.6 Contribute to effective marketing plans for the college.
- 13.7 Develops an effective yearly planner for each unit in the department.
- 13.8 Coach, train, and develop highly effective team members.
- 13.9 Maintain up-to-date department policies, procedures, forms, and documents.
- 13.10 Contribute to an effective department and college yearly plan.
- 13.11 Contribute to the annual review of the Customer Satisfaction Survey results.
- 13.12 Prepare reports to supervisor and accreditation, licensing (and/or sponsoring contracting), authorities as required.

14.0 Student Services Delivery and Development

- 14.1 Continually assess the effectiveness of each unit of the Student Services department as a whole.
- 14.2 Ensure that Student Services personnel maintain and keep an accurate and current student/customer database.
- 14.3 Work with team members to improve the effectiveness of the department.
- 14.4 Make changes to the department to respond to the changing needs of employers and students.
- 14.5 Ensure that the students accepted into a program are well informed and properly prepared, including financial records, before each program begins.

15.0 Student/Customer Focus

- 15.1 Ensure the proper use of the organization's student selection procedures.
- 15.2 Ensure that individual student progress is monitored and appropriate counseling is provided as needed.
- 15.3 Continually monitor and improve the satisfaction level of students.

16.0 Student Finance – All Programs

- 16.1 Ensure that applicants are advised of financing options and provided with guidance as they access funding sources.
- 16.2 Ensure that students are assisted with reviewing, completing, and submitting Student Finance Board applications forms.
- 16.3 Ensure an interface with Human Resource Development Canada and other financial institutions regarding the funding of specific applicants.
- 16.4 Ensure provision of detailed program information to financing sources, agencies, and other necessary sources.
- 16.5 Ensure proper review and signing of Contracts of Tuition.
- 16.6 Ensure proper collection of registration deposits and provision of receipts.
- 16.7 Ensure each student reviews and signs Student Finance Board Loan Certificates and a payment schedule.
- 16.8 Ensure the Accounting Department is provided with necessary documentation regarding student funding.
- 16.9 Assist Accounting with monthly reconciliation of Accounts Receivable.
- 16.10 Assist Accounting in determining if a student's account should be sent to third-party collection agency.
- 16.11 Work closely with Accounting to continually improve financial services to students.
- 16.12 Ensure the proper editing and revision of all letters and information used with financial procedures.

17.0 Program Inquiries

- 17.1 Ensure general inquiries are responded to concerning assigned programs and that associated records are accurately and consistently maintained.
- 17.2 Ensure inquirers are promptly provided with information through a variety of channels as appropriate (telephone, email, mail-outs, etc.).
- 17.3 Ensure personnel meet with potential students to discuss inquiries.
- 17.4 Ensure that written data on all inquiries are consistently and accurately maintained and scheduled follow-ups are performed to keep in contact with potential candidates.

18.0 Registration

- 18.1 Ensure program applications and Continuing Education course registrations are reviewed for completeness.
- 18.2 Ensure proper pre-screening of applicants is completed to ensure pre-requisites are met and all required information is provided to them.
- 18.3 Ensure proper reference checks (as needed) and security checks are completed.
- 18.4 Ensure Academic Assessment tests are administered as required.
- 18.5 Ensure Program Chairpersons are advised on the appropriateness of potential student for final interview. Program Chairperson is responsible for final selection and acceptance.
- 18.6 Ensure applicants are advised of their acceptance status and have been asked to provide any other information.
- 18.7 Ensure that contact with applicants is maintained prior to program commencement to finalize registration.
- 18.8 Ensure COR (Confirmation of Enrollment) is completed for all professional program students as they are approved by Student Finance.
- 18.9 Ensure that edits and revisions of all registration forms, letters, and student correspondence are completed annually.

19.0 Student Services

- 19.1 Develop an annual department operating plan.
- 19.2 Coordinate the development of a strategic enrollment management (3 – 5 yr).
- 19.3 Oversee the student selection process and ensure that the process adheres to the steps listed in the “Student Selection Manual”.
- 19.4 Develop and implement student support services, ensuring consistency of delivery in response to student needs.
- 19.5 Develop and implement consistent best practices in the area of student assessment.
- 19.6 Ensure consistent best practice in the area of prospect management.
- 19.7 Ensure consistent best practice in the area of student financial affairs.
- 19.8 Ensure forms completion and entry into database is consistent and with minimal error.
- 19.9 Coordinate the identification of innovative ways to build and maintain our customer base.
- 19.10 Plan and implement internal auditing of Student Services to ensure compliance with applicable policies and procedures.
- 19.11 Oversee and employ a personal development system for the Student Services Department.
- 19.12 Advise staff on all aspects of college policies and government agreements, regulations, and procedures as they pertain to Student Services.
- 19.13 Plan, supervise, and implement an annual review of all Student Services Handbooks and department documents.
- 19.14 Provide leadership and direction for the various Student Services units and department personnel.
- 19.15 Assist with, supervise, and track the development and progress of SMART goals for the areas of admissions and enrollment management, student retention, career services, student finance, and personal development.
- 19.16 Maintain strong working relationships with program/department chairpersons in order to support the needs of the individuals and their departments.
- 19.17 Perform all other duties assigned.
- 19.18 Report to the President on Student Services Department activities.

20.0 Convocation (Marketing)

- 20.1 Ensure Convocation is addressed at Student Exit presentations and students are encouraged to attend and submit their RSVP on time.
- 20.2 If Exit presentations are not done, ask Facilitators to talk about Convocation on the last day of classes.

21.0 Marketing Responsibilities

- 21.1 Manage marketing campaigns and ad layout information and deadlines with the President and Managers/Chairs/Directors.
- 21.2 Coordinate, book, and meet all deadlines for all ads being booked in Calgary and rural areas, with Advertising representatives.
- 21.3 Review all ad proofs to ensure proper ad layout and information properly represents the college.
- 21.4 Allocate marketing charges to each program by checking on charges, credits, complete a breakdown of charges from one invoice and tally them on a form for Accounting.
- 21.5 Research and assess marketing campaigns and tools and ways to improve them and propose these ideas to the President and managers/directors.
- 21.6 Assist in coordinating the electronic marketing campaign, including: radio, T.V., billboards, etc. when necessary.

- 21.7 Develop and present plans to receive approval, coordinate and administer related budget.
- 21.8 Create and distribute posters for various activities (eg. International Day, Convocation, H1N1, etc.).
- 21.9 Ensure the College is listed in appropriate reference guides (such as Yellow Pages, etc.)
- 21.10 Plan and execute design and upkeep of all generic bulletin boards at the College.
- 21.11 Create and manage the Columbia College newsletters; also create and manage additional newsletters as needed.
- 21.12 Keep up to date on possible online marketing tools and social media activities.
- 21.13 Liaise with the external marketing companies to ensure our goals are being met with our services.

22.0 Planning and Management

- 22.1 Acts as an entrepreneur and catalyst, stimulating interest in the Internet and in new directions for the Internet, within the College.
- 22.2 Develops and maintain a strategic plan for the College's Internet presence, based on department priorities, policy directions, and management goals.
- 22.3 Develops and maintain policies for the College's presence on the Internet, incorporating all relevant laws and regulations
- 22.4 Maintains awareness of ongoing College policy and management initiatives, and identify opportunities to use the Internet to facilitate initiatives in the College.
- 22.5 Meets with program area contacts, both as a group and individually, to develop specific plans for their participation in developing the College's Internet site.
- 22.6 Coordinates the college's Internet presence with the intranet and with other related systems containing public information.
- 22.7 Reports on the College's Internet presence as needed/requested.

23.0 Home Page Development

- 23.1 Develop and articulate the overall focus and concept for the College's home page, in keeping with College and individual department's priorities and objectives.
- 23.2 Develop, research, lay out, write /edit new sections/features for the home page.
- 23.3 Search and review links for new categories.
- 23.4 Determine placement of all new information submitted by program areas.
- 23.5 Monitor chats and webmaster mail to identify topics that might be fitting for new sections of the home page and trends or items that could be of interest to the program contacts.
- 23.6 Proofs/edit new section of the home page.
- 23.7 Review requests from other webmasters to link to their sites.
- 23.8 Meet with IT staff and department managers where applicable to design the home page, address and resolve technical problems, and discuss new directions and technology.
- 23.9 Work with the College to develop training on and through the Internet.
- 23.10 Monitor and upkeep a Google Analytics information. Report information monthly at the Academic Council Meeting.
- 23.11 Works with the external marketing company to manage and lead new website development.

24.0 Home Page Maintenance

- 24.1 Fine tune current home page based on feedback from users and monthly statistics.
- 24.2 Monitor specific program pages and suggest changes.

- 24.3 Ensure that all webmaster mail receive timely responses.
- 24.4 Monitor home page information, including links, to ensure it remains timely and accurate
- 24.5 Liaise with the external marketing company to ensure website goals are met and the site is staying up to date.

25.0 Convocation Event

- 25.1 Designs and prints invitations for students and guests.
- 25.2 Designs event program.
- 25.3 Designs and post posters around the College regarding Convocation.
- 25.4 Sends out special guest invitations and include information on Convocation in newsletters.
- 25.5 Liaises with Registrar's office for graduate list.
- 25.6 Outsources event program to printer for printing.
- 25.7 Determines date and books venue.
- 25.8 Determines entertainment and accompaniment and complete booking arrangements.
- 25.9 Determines whether to have a student speaker and how to choose a student speaker.
- 25.10 Ensures guest speaker is invited.
- 25.11 Orders tickets to be printed for the event, if needed.
- 25.12 Emails staff for volunteers to Emcee the event.
- 25.13 Emails staff for volunteers to assist at the event; set up volunteer schedule.
- 25.14 Organizes, verify and send in gown order.
- 25.15 Confirms event details with venue and caterer.
- 25.16 Prepares scrolls.
- 25.17 Receives gowns.
- 25.18 Set up gowning area day of event.
- 25.19 Set up stage day of event.
- 25.20 Ensures all details come together day of event.
- 25.21 Sorts, counts and balances gown order following event for return to Gaspard's.
- 25.22 Sends thanks to venue, caterer and guest speaker following event.

26.0 Special Events

- 26.1 Coordinates, plans and facilitates annual Volunteer Recognition and Employee Recognition.
- 26.2 Assists with corporate event planning such as Chili Cook-off, Children's Christmas Party, college fundraisers, student International Days, etc.
- 26.3 Lead the Social Committee group and manager its activities.

27.0 Administration Responsibilities

- 27.1 Provides back-up support for admin, as needed.
- 27.2 Greets and assist customers.
- 27.3 Screens and direct phone calls and mail.
- 27.4 Monitors facility equipment.
- 27.5 Provides back-up support for the word processor, as needed.
- 27.6 Types all correspondence, reports, proposals, certificates, invoices and any special typing requests.
- 27.7 Liaises with originators/customers concerning their typing requests.
- 27.8 Gives input regarding correct presentation, grammar, spelling, sentence structure, etc. for typing requests to originators.
- 27.9 Decides on the most effective and appropriate format to use for typing requests.
- 27.10 Manage and provide training opportunities to the Front Administration team.
- 27.11 Initialize development goals for the team and for each individual team member.

- 27.12 Keep items such as maps and information sheets up to date.
- 27.13 Ensure timesheets are completed and sent in to accounting for the Front Administration team and proctors as necessary.
- 27.14 Manage the addition of items to the Document Manager as needed.
- 27.15 Manage assessment tests and organize final exams as needed.
- 27.16 Manage the process of scanning services for final exams and surveys.
- 27.17 Provide back-up scheduling support for the Registrar's Office.
- 27.18 Manage supplies and create relationships with supply companies to obtain the best sales and services.
- 27.19 Manage and supervise the Bookstore and the Bookstore activities.

28.0 Performs other related duties and responsibilities as required.