

COLUMBIA COLLEGE Position Description

NOTE: <i>Must; Shall; Will:</i> <i>Should:</i> <i>May or Could; Can:</i>	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.
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Position Title:	Manager of Admissions
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 organization consisting of pre-career and professional programs, career services, financial services, student support and retention services, and enrollment management 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 Master's degree and minimum five years of progressively responsible positions in a higher education setting, three of which must be in student services (or equivalent combinations of education and experience). The individual will have progressive levels of supervisory/management responsibility within a post-secondary student services related context. Evidence of on going 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.

Roles and Responsibilities	All responsibilities listed below will be carried out under the general direction and supervision of the President. In consideration of this, The Manager, Student Services Department will:
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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 Management Style

- 13.1 Effectively share the program/department purpose and direction.
- 13.2 Appropriately delegate responsibility to others.
- 13.3 Set challenging but fair work expectations for others.
- 13.4 Seek input and feedback prior to making decisions that affect others.
- 13.5 Work with others to improve department and organization effectiveness.
- 13.6 Constantly seek newer, faster, better and more effective ways to achieve results.
- 13.7 Continually work at improving quality of program/department and organization.
- 13.8 Be accurate and attend to detail.

14.0 Goal Setting and Teamwork

- 14.1 Provide input for realistic, measurable, challenging and achievable annual goals.
- 14.2 Provide input for a variety of short term goals in order to achieve annual goals.
- 14.3 Involve team members in setting goals.
- 14.4 Ensure each team member is clear about his/her responsibilities associated with achieving goals.
- 14.5 Assist to constantly monitor progress in goal attainment and keep relevant others informed.
- 14.6 Identify hurdles to goal achievement and take corrective action.
- 14.7 Encourage team members to share ideas and concerns related to program/department goal achievement.
- 14.8 Be focused and committed to achieving goals and success.

15.0 General Management

- 15.1 Assist in hiring, utilizing the organization's staff selection documents.
- 15.2 Attend and/or conduct team meetings as required.

- 15.3 Continually monitor the performance of team members and help them become more effective.
- 15.4 Continually strive to maintain and improve morale of others.
- 15.5 Keep his/her supervisor informed of serious matters.

16.0 Student Admissions Advisor (With the guidance and support of the President)

- 16.1 Manage admission enrollment numbers and provide recommendations for recruitment.
- 16.2 Oversee the student selection process and ensure that the process adheres to best practices and customer satisfaction.
- 16.3 Ensure proper pre-screening of applicants is completed to ensure pre-requisites are met and all required information is provided to them.
- 16.4 Ensure that inquiries are responded to in a timely manner and that associated records are accurately and consistently maintained.
- 16.5 Oversee student services involvement in financial advising and outcomes management.
- 16.6 Ensure the careful academic assessment of students entering Columbia's programs.
- 16.7 Ensure accurate, consistent and timely entries into external and internal databases.
- 16.8 Advise staff on all aspects of college and government policies/agreements, regulations, and procedures as they pertain to student services.
- 16.9 Plan and implement internal auditing of student services to ensure compliance with applicable policies and procedures.
- 16.10 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.
- 16.11 Provide advice, direction, and supervision on International student admission, procedures, and enrollment.
- 16.12 Ensure the development and implementation of a new employee orientation and training procedure for student services personnel.
- 16.13 Oversee the professional development of the Student Services Department staff.
- 16.14 Provide reports on student services matters as required.
- 16.15 Perform other duties as required by the President.