

# POSITION DESCRIPTION



## Head of Future Students



### POSITION DETAILS

|                 |                                               |
|-----------------|-----------------------------------------------|
| Position Title  | Head of Future Students                       |
| Classification  | HEW 9                                         |
| Position Number | TBC                                           |
| School/Office   | Domestic Student Recruitment                  |
| Division        | Division Western Sydney & External Engagement |

### POSITION PURPOSE

The Head of Domestic Student Recruitment is a senior strategic and operational leader responsible for leading the implementation of the University's domestic student recruitment strategy across key student cohorts, regions and recruitment channels to achieve agreed enrolment and recruitment outcomes.

The role provides leadership of the domestic student recruitment function, translating University and portfolio strategy into integrated recruitment plans, regional approaches, cohort strategies and operational priorities across current school leavers, non-school leavers and postgraduate prospective students.

The position is accountable for driving recruitment performance, from prospective student engagement and lead generation through to application, using data, market intelligence and performance insights to identify opportunities, address underperformance and optimise recruitment activity.

The role leads a multi-functional recruitment team, establishing clear performance expectations, allocating resources according to demand and opportunity, and building a high-performance culture focused on accountability, continuous improvement and student outcomes.

Working closely with the Director, Domestic Student Recruitment and senior stakeholders across the University, the role provides strategic advice, recommendations and operational leadership on domestic recruitment performance, market trends, emerging opportunities, resource requirements and interventions required to achieve enrolment targets.

## KEY ACCOUNTABILITIES

### **1. Lead the delivery of the domestic student recruitment strategy**

- Translate the University's domestic recruitment strategy into an integrated recruitment operating plan across regions, student cohorts and recruitment channels.
- Lead the development and implementation of regional and cohort-based recruitment strategies covering current school leavers, non-school leavers and postgraduate prospective students.
- Establish clear priorities, activity plans, performance measures and targets to drive recruitment outcomes across the domestic recruitment portfolio.
- Ensure recruitment activity is coordinated across teams and regions, avoiding duplication and ensuring resources are directed towards the highest-value opportunities.
- Identify emerging market opportunities, risks and changes in student behaviour and adapt recruitment approaches in response to market intelligence and performance data.

### **2. Drive domestic recruitment performance and conversion outcomes**

- Own and monitor recruitment performance across the domestic student pipeline, including engagement, leads, applications.
- Establish performance frameworks and reporting mechanisms that provide clear visibility of recruitment performance by region, cohort, channel and activity.
- Use data, analytics and market insights to identify performance gaps, growth opportunities and required interventions.
- Lead the development and implementation of strategies to improve recruitment conversion and achieve agreed enrolment targets.
- Ensure teams have clear accountability for recruitment outcomes and take timely action where performance is below target.
- Evaluate the effectiveness and return on investment of recruitment activities and redirect resources where required.

### **3. Lead and integrate the domestic recruitment function**

- Provide strategic and operational leadership across the domestic student recruitment team, ensuring teams operate as an integrated recruitment function rather than discrete programs or activities.
- Lead and develop managers and senior staff to establish a high-performance, outcome-focused culture.
- Set clear expectations for team performance, accountability, collaboration and continuous improvement.
- Allocate and reallocate resources across regions, cohorts and activities in response to recruitment demand, market conditions and performance.
- Establish consistent approaches, processes and standards across the recruitment function while allowing for regional and cohort-specific requirements.
- Build organisational capability in contemporary student recruitment, relationship management, data-led decision-making and conversion practice.

### **4. Lead regional and cohort recruitment planning**

- Oversee the development of regional recruitment plans that respond to the characteristics, demand and competitive environment of different geographic markets.
- Ensure recruitment activity is appropriately tailored to priority cohorts, including current school leavers, non-school leavers and postgraduate prospective students.
- Identify priority schools, communities, organisations, pathways and other recruitment opportunities and ensure appropriate resources and activity are directed towards them.

- Monitor regional and cohort performance and adjust recruitment strategies and resource allocation to maximise opportunity and impact.
- Ensure established engagement and participation initiatives are effectively integrated into the broader domestic recruitment model and contribute to recruitment objectives.

#### **5. Lead recruitment analytics, insights and continuous improvement**

- Establish a data-led approach to recruitment planning and decision-making across the portfolio.
- Analyse recruitment funnel data, market trends, competitor activity, student behaviour and campaign performance to identify opportunities and risks.
- Translate complex data and insights into clear strategic recommendations and actionable interventions for recruitment teams and senior leaders.
- Lead regular reviews of recruitment performance and identify opportunities to improve processes, productivity, conversion and student experience.
- Champion innovation in domestic recruitment, including the identification, testing and implementation of new approaches, technologies, channels and engagement models.
- Ensure recruitment practices are evidence-based, evaluated and continuously improved.

#### **6. Lead strategic stakeholder engagement and partnerships**

- Build and maintain high-level strategic relationships with senior internal and external stakeholders that influence domestic recruitment outcomes.
- Work collaboratively with Marketing, Market Insights and Data, Admissions, Student Success and Services, Faculties and other relevant areas to align recruitment activity across the student journey.
- Provide strategic recruitment advice to senior stakeholders and influence decisions that affect domestic student recruitment performance.
- Develop and maintain strategic relationships with schools, principals, career advisers, TAFE, education networks, community organisations and other recruitment partners.
- Represent the University in senior external forums and sector networks relevant to domestic student recruitment.
- Identify opportunities for strategic partnerships and collaborative initiatives that generate recruitment opportunities and strengthen the University's position in the domestic market.

#### **7. Lead resource, budget and operational planning**

- Contribute to portfolio-wide workforce, budget and resource planning to ensure recruitment capacity is aligned with strategic priorities and demand.
- Oversee the effective allocation of financial, human and operational resources across the domestic recruitment function.
- Monitor expenditure, forecasts and resource utilisation and make recommendations regarding investment and resource allocation based on performance and expected return.
- Identify operational risks and develop mitigation strategies to maintain recruitment performance.
- Lead the development and implementation of scalable recruitment operating models, processes and systems that support efficient delivery across regions and cohorts.

#### **8. Provide strategic advice and leadership on domestic recruitment**

- Provide high-level strategic advice to the Director, Domestic Student Recruitment and senior University stakeholders on domestic recruitment performance, market conditions, opportunities, risks and emerging trends.
- Prepare and present high-level reports, briefings, analysis and recommendations to support strategic decision-making.
- Lead responses to significant changes in the domestic higher education market, government policy, funding arrangements and competitive conditions.

- Identify emerging risks to enrolment targets and develop and lead appropriate strategic responses.
- Contribute to broader Future Students and Marketing and Communications strategic planning and initiatives.
- Act as a senior escalation point for complex recruitment issues and provide authoritative advice and direction to managers and teams.

## QUALIFICATIONS, EXPERIENCE AND SKILLS

1. It is a mandatory requirement for any incumbent of this position to have a current NSW paid employee Working With Children clearance in accordance with the NSW Child Protection (Working with Children) Act 2012.
2. Relevant tertiary qualifications and extensive senior experience in domestic student recruitment, marketing, business development, engagement or a related field, or an equivalent combination of qualifications and experience.
3. Demonstrated success leading large-scale recruitment strategies and delivering measurable recruitment, conversion and enrolment outcomes within a complex organisation.
4. Proven ability to lead and develop multi-functional teams through managers and senior staff, including workforce planning, resource allocation, performance management, capability development and organisational change.
5. Highly developed strategic, analytical and commercial capability, including the use of data, market intelligence and performance insights to drive decision-making, manage risk and improve organisational outcomes.
6. Exceptional stakeholder engagement, influencing and communication skills, with demonstrated experience building strategic partnerships, advising senior leaders, leading innovation and continuous improvement, and preparing high-level reports, briefings and recommendations for executive decision-makers.

## KEY RELATIONSHIPS

- **This position reports to:** Director, Domestic Student Recruitment
- **This position supervises:** HEW 8 Manager, Future Student Engagement, and HEW 8 Manager, Fast Forward
- **Key internal relationships:**
  - Chief Marketing Officer
  - Director, Domestic Student Recruitment
  - Future Students leadership team
  - Marketing and Communications leadership
  - Market Insights and Data
  - Admissions
  - Student Success and Services
  - Deans, Deputy and Associate Deans, Faculty Staff and School Managers
  - Deputy Vice-Chancellors and senior University leaders
  - Finance and other corporate service areas
  - Relevant portfolio and University committees
- **Key external relationships:**
  - Schools and school leadership
  - Principals and career advisers

- TAFE and other education providers
- Government and education sector stakeholders
- Community and industry partners
- Prospective students, parents and influencers
- Relevant professional and sector networks

## CHALLENGES

- Achieving ambitious domestic enrolment targets within an increasingly competitive and rapidly changing higher education market, while responding to fluctuations in student demand, competitor activity and government policy.
- Leading an integrated recruitment function across multiple regions and student cohorts while balancing competing priorities, resource constraints and differing market opportunities.
- Translating complex recruitment data and market intelligence into timely decisions and interventions that improve conversion and enrolment outcomes.
- Driving organisational change and establishing a consistent, high-performance recruitment culture while integrating existing engagement activities into a more outcomes-focused domestic recruitment model.

## UNIVERSITY EXPECTATIONS

The University expects that all employees are aware of, and comply with legislation and Western's policies and procedures relevant to the position, including but not limited to:

- Code of Conduct
- Work Health and Safety and Wellbeing Management System
- Enterprise Agreement or Award
- Anti-discrimination principles, Equal Employment Opportunity and staff and student equity.

**Approved by: Chief People Officer**

**Date: 22/10/2026**