

Job Level:	Leadership and Influence	Complexity of Work	Communication	Operational Latitude and Impact	Knowledge	Education and Experience
<b>Sr Vice President/ Vice President</b>	Provides direction, leadership and guidance to multiple complex groups. Represents the "face" of the institution to the public within area of expertise. Coaches and develops leaders. Manages multiple levels of associate vice presidents and/or assistant vice presidents and directors. Accountable for organizational structure and all aspects of people management including staffing, pay decisions, performance planning and evaluation, staff development and recruitment within own area(s), in accordance with policies.	Solutions are strategic, complex, multi-faceted, and often unprecedented. Makes decisions under conditions of uncertainty, sometimes with incomplete information, that produces effective end results. Develops and implements new initiatives to address complex problems and/or capitalize on opportunities impacting the entire university.	Requires communication and collaboration with individuals and groups, across the institution and externally, to understand perspectives, affect change, negotiate and engage multiple constituents. Frequently negotiates and compromises to influence internal and external parties who may have conflicting objectives to accept concepts, practices and approaches that are of strategic importance to the university.	Leads the institution to achieve mission and values by serving as a senior strategic and operational leader with direct and significant impact on multiple colleges, divisions, or major functional areas, and some impact on the entire institution. Focus is on long-term strategies (e.g., 5+ years) to achieve results. Establishes and implements strategies and operational plans with a significant impact on the institution's long-term strategies, operations and outcomes. Decisions usually involve coordination and integration of other colleges, divisions, or major functions. Decisions have a significant impact on the institution's strategies, operations, outcomes and budgets. Forecasts, develops and manages budgets for large sectors of the institution.	Possesses extensive knowledge in discipline as well as management and leadership expertise. Has obtained skills necessary to display broad leadership internally and externally as a representative of the University.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 15 years of related exempt level experience including 10 years of management experience, typically in large, complex institutions. Requires broad and substantive experience across the multiple disciplines within a large, complex organization, requiring the combination of theory, past practical experience and precedents.
<b>Associate Vice President</b>	Provides direction, leadership and guidance to multiple groups and individuals in area of responsibility. Manages multiple levels of assistant vice presidents, directors and managers. Accountable for performance planning and evaluation, staff training and development, recruitment and may contribute to pay decisions. Contributes input to organization structure and staffing requirements.	Solutions are strategic, complex, multi-faceted, and often unprecedented. Makes decisions under conditions of uncertainty, sometimes with incomplete information, that produces effective end results. Develops and implements new processes, standards, or operational plans or substantial modification of those that exist.	Requires the ability to negotiate, compromise and effectively communicate and influence senior leadership. May be required to negotiate and compromise with external parties to accept concepts, practices and approaches that advance the mission of the college, division or university.	Accountable for the strategic and operational direction of a large division, multiple colleges or large departments. Typically, a key contributor in decisions that have mid- to long-term consequences for the university. Decisions have a direct and significant impact on the strategies, operations and outcomes of the university, as well as related areas. Contributes to budget forecasts, and is responsible for developing and managing the budget for the area. Broad authority to formulate, approve and implement policies for the division, including those that may have a university-wide impact. Broad authority to grant exceptions. Ensures all programs and activities comply with university, state, and federal regulations.	Typically requires broad and substantive knowledge and expertise of principles, practices and theories of function and multiple related disciplines. Has obtained skills necessary to display broad, advanced leadership across multiple teams within the University.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 12 years of related exempt level experience, including 7 years of management experience, typically in large, complex institutions. Requires broad practical and substantive expertise across multiple related disciplines.
<b>Assistant Vice President</b>	Provides leadership and guidance to multiple groups and individuals in a college or division. Manages multiple levels of directors, managers and organizational contributors. Accountable for performance planning and evaluation, staff training and development, recruitment and may contribute to pay decisions. May contribute input to organization structure and staffing requirements.  <b>Level Criteria (Job Family-Specific):</b> A second use of the Assistant Vice President title may occur when an individual manages a unit that has significant University-wide external relations responsibility, as may occur in University Relations, Government Relations, Advancement, etc.	Solutions are strategic, complex, multi-faceted, and often unprecedented. Makes decisions under conditions of uncertainty, sometimes with incomplete information, that produces effective end results. Develops and implements new processes, standards, or operational plans or substantial modification of those that exist.	Requires the ability to negotiate, compromise and effectively communicate and influence senior leadership. May be required to negotiate and compromise with external parties to accept concepts, practices and approaches that advance the mission of the college, division or university.	Accountable for the strategic and operational direction of a division, college or multiple large departments. Contributes to the strategic and operational plans of the overall functional area. Decisions have a direct and significant impact on college, or division, and indirect impact on related areas. Oversees budgeting for areas of responsibility. Broad authority to formulate, approve and implement policies for the division, including those that may have a university-wide impact. Broad authority to grant exceptions. Ensures all programs and activities comply with university, state, and federal regulations.	Typically requires broad and substantive knowledge and expertise of principles, practices and theories of function and multiple related disciplines and advanced leadership.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 10 years of related exempt level experience, including 7 years of managerial experience, preferably in large complex institutions or organizations. Requires experience in leading multiple teams, projects, programs, and/or functions.

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<b>Director</b>	Provides leadership and guidance to individuals and groups. Manages associate directors, assistant directors, and managers. Coaches and develops staff to enhance functional and leadership skills and expertise. Accountable for planning and evaluating performance, staff training and development, recruitment and may contribute to pay recommendations, subject to policies. <b>Level Criteria (Job Family-Specific):</b> The Director title may be used when a key contributor does not have the management responsibilities for this class but leads a function with significant impact on external relations, as may occur in University Relations, Government Relations, Advancement, etc.	Problems faced are both strategic and operational, and often complex without clear precedent. Solutions require investigation and analysis to develop multiple and/or innovative approaches, requiring a high degree of innovation and creativity. Develops, implements, and maintains plans, programs, projects, or systems that meet major college, division or university goals.	Requires ability to negotiate and compromise with multiple levels of stakeholders across the institution to influence decisions impacting the college or department. Typically negotiates and compromises to influence internal and external parties to accept concepts, practices and approaches of the functional area(s).	Accountable for the strategic and operational direction of a college, division or major functional area. Contributes to the strategic and operational plans of the overall functional area. Decisions have a direct and significant impact on college, division, or major functional area and indirect impact on related areas. Oversees budgeting for areas of responsibility.  Broad authority/responsibility to formulate, approve and implement to policies within departmental responsibilities. Broad authority to grant exceptions. Responsibility to formulate and recommend policies affecting division and to participate in cross-functional policy development.	Requires broad knowledge and expertise in principles, practices and theories across multiple professional disciplines.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 7 years of related exempt level experience, including 5 years of managerial experience. Experience leading a team, project, program, or function.
<b>Associate Director</b>	Provides leadership and guidance to individuals and groups. Manages managers, professionals and staff in multiple functions within a college or department. Provides guidance and training on work standards and expected outcomes. Accountable for planning and evaluating performance, staff training and development, recruitment and may contribute to pay recommendations. <b>Level Criteria (Job Family-Specific):</b> The Associate Director title may be used when a key individual contributor leads a function, program, or subdivision with significant impact on external relations. (e.g., University Relations, Govt. Relations, Advancement, Licensing, etc.)	Problems faced are primarily operational in nature and may be varied and complex, but generally with some precedent. Solutions require investigation and analysis to develop multiple and/or innovative approaches, requiring a high degree of creativity. Develops, implements, and maintains operational plans, programs and systems impacting an entire college, division or major university functional area.	Works to influence others in the university to accept new practices, concepts, and approaches in a major college or division functional area. Recommends objectives, policies, and plans for the area of responsibility with senior functional, college, division or university leaders.	Accountable for the strategic and operational direction of a functional area, often as the top position within immediate work area. Directs the execution of strategies, established by college or department leadership. Develops, implements, and maintains operational plans, programs and systems to ensure effective operations in area of responsibility. Decisions have significant impact on the short- and mid-term plans of the program or function, and indirect impact on related areas within the college, division, or department. Manages budget(s) for the area of responsibility.  Delegated authority/responsibility to formulate, approve and implement policies within departmental responsibilities. Authority to grant exceptions. Consults with supervisor on major policy changes affecting other departments. Represents department or subdivision on cross-functional policy development.	Requires advanced knowledge and expertise of theories, concepts, principles, and practices in professional discipline and team leadership.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 5 years of related exempt level experience, including 2 years' experience managing exempt level employees.
<b>Assistant Director</b>	Plans and leads work of managers, multiple professional and/or staff members in a college, department, or major functional area. Provides training, direction and instruction and conducts performance evaluations. May provide recommendations on pay decisions, as well as recruitment and development opportunities. <b>Level Criteria (Job Family-Specific):</b> The Assistant Director title may be used when a key individual contributor leads a function, program or subdivision with significant impact on external relations as may occur in University Relations, Government Relations, Advancement, etc.	Resolves issues that are varied and complex, but generally have some precedent. Solutions may require investigation and analysis of multiple alternatives, requiring significant innovation and creativity. Contributes to the planning and development of programs, projects, or systems impacting the department, college or division.	Communicates direction from leadership and articulates impact on staff work objectives. Requires ability to influence others outside of own job area on policies, practices and procedures. Uses information exchange, influence, and active persuasion to gain cooperation of others to support college, division or department objectives.	Accountable for planning and directing all aspects of the operations of a program or functional area. Decisions have direct impact on operations of a program or functional area, and often have indirect impact on related areas. May contribute to budget process for own area. Delegated authority/responsibility to formulate, approve and implement policies within departmental responsibilities. Authority to grant exceptions. Consults with supervisor on major policy changes affecting other departments.	Requires practical knowledge and expertise of concepts, principles, and practices of a single professional discipline or a broad understanding of multiple related disciplines and general management.	Requires a Bachelor's degree from a regionally accredited institution.  Minimum of 4 years of related exempt level experience including 2 years of supervisory experience.