

# University Incarnate Word

## Job Titling Guidelines

### Introduction:

The Job Level Framework is a resource document to be utilized by Human Resources and Managers when developing and evaluating job descriptions within the University. This framework outlines job expectations at each level within the University and is intended to be a guide to clarify and describe expectations and responsibilities for diverse types of positions at the University of the Incarnate Word.

### Criteria:

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>Criteria Definition</b>	Nature and scope of influence the level has on its area of responsibility.	Degree to which the level needs to identify and devise solutions to problems and level of autonomy to make decisions.	Describes the nature of communication the level is responsible for, and the level of influence required.	Responsibility for regular employees.	Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience.

Job Level Groups	Support	Professional	Management	Executive
<b>Level Description</b>	Individual contributors who support operational, functional, or business strategy through tactical support of daily activities (clerical, administrative, technical). The majority of time is spent in the delivery of support activities.	Individual contributors focused on executing operational, functional and/or University strategy, with a range of responsibilities in a professional discipline or specialty. The majority of time is spent on the delivery, implementation or design of processes, programs and policies using specialized knowledge and skills normally acquired through advanced education.	Management roles focused on operational, tactical and/or strategic activities within a specified area or areas of responsibility directly affecting the entire University. The majority of time is spent planning, prioritizing and/or directing the work/responsibilities of departments. Goal achievement is typically accomplished through strong management of others to ensure operational and/or tactical results.	Executive roles are focused on overall operational and strategic goals of the University. The majority of time is spent strategizing and setting the vision of the division or function. These roles set broad goals and ensure business results are met through delegation to top-level management.

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>SUPPORT 1 (S1)</b> Entry	<ul style="list-style-type: none"> <li>Provides general support to a team or department.</li> <li>Performs specific job duties and activities, following the standards and procedures of the job, team, and/or department at the close direction of a supervisor.</li> <li>May contribute insights and ideas on improving efficiency or effectiveness within own role but may not make changes without supervisor approval.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own workflow and processes and involves selecting from pre-determined and pre-approved approaches.</li> <li>Problems encountered are generally routine and repetitive.</li> <li>Problems are resolved by following specific standards and procedures. Situations outside of standard operating procedure or practice are escalated to and approved by the supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>Works under direct supervision and follows established policies and procedures; work is subject to close review.</li> <li>May be responsible for handling limited monetary transactions regularly.</li> </ul>	<ul style="list-style-type: none"> <li>No supervision exercised.</li> <li>Participates as an active team member.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 0-2-years of relevant experience.</li> <li>High School diploma, vocational or specialized training may be required or preferred.</li> <li>Basic knowledge and skills in area of responsibility.</li> </ul>
<b>SUPPORT 2 (S2)</b> Intermediate	<ul style="list-style-type: none"> <li>Provides operational and/or administrative support to a team or department.</li> <li>Performs a variety job duties and activities, following the standards and procedures of the job, team, and/or department at the direction of a supervisor.</li> <li>May contribute insights and ideas on improving efficiency or effectiveness within own workflow, but typically does not make changes without supervisor approval.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or team/department and are usually of an operational or administrative nature.</li> <li>Problems encountered are routine and repetitive and may be moderately complex.</li> <li>Problems are resolved by following standards and procedures. Complex, unusual problems are referred to a supervisor for guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Works under general supervision and follows established policies and procedures.</li> <li>May be responsible for handling limited monetary transactions regularly.</li> </ul>	<ul style="list-style-type: none"> <li>No supervision exercised.</li> <li>May guide the work of student workers, interns, volunteers, and/or less experienced staff.</li> <li>Contributes as an active team member and may serve as resource to entry-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 2 years of relevant experience.</li> <li>High School diploma, vocational or specialized training or an Associate's degree may be required or preferred.</li> <li>Growing knowledge and skills in area of responsibility.</li> </ul>
<b>SUPPORT3 (S3)</b> Senior	<ul style="list-style-type: none"> <li>Provides advanced level operational and/or administrative support to a team or department and/or University.</li> <li>Performs diverse job duties and activities, following general guidelines of the job, team, and/or department.</li> <li>Contributes insights and ideas on improving efficiency, effectiveness, processes, and procedures to supervisor.</li> <li>Decisions/actions may have an impact on the department or function.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or team/department and are usually of an operational or procedural nature.</li> <li>Problems encountered may be varied and/or complex but are generally within predictable parameters.</li> <li>Problems are resolved by leveraging past experiences and/or following specific standards and procedures. Unique variations must be reviewed and approved by a supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>Works under limited supervision and follows general guidelines with fair amount of latitude for independent action.</li> <li>May assist in managing budgets.</li> </ul>	<ul style="list-style-type: none"> <li>No supervision exercised.</li> <li>Provides informal training/instruction to others.</li> <li>Contributes as a proactive team member and serves as a resource to team members, interns, volunteers, and/or student.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 4 years of relevant experience.</li> <li>High School diploma or its equivalent required, associate degree or bachelor's degree may be required or preferred. May require other vocational or specialized skill training/certification in some positions.</li> <li>Extensive knowledge and skills in area of responsibility.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>SUPPORT 4 (S4)</b> <b>Team Lead</b>	<ul style="list-style-type: none"> <li>Provides expert level operational and/or administrative support to department and/or University.</li> <li>Performs complex job duties and activities, consulting guidelines of the job, team, and/or department.</li> <li>Contributes insights and ideas on improving efficiency, effectiveness, processes, and procedures to supervisor.</li> <li>Decisions/actions do have an impact on the department or function.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions extend beyond own job and/or team/department and are usually of an operational or procedural in nature.</li> <li>Problems encountered are varied and more complex but are generally within predictable parameters.</li> <li>Problems are resolved by leveraging past experiences and/or following specific standards and procedures. May modify processes to resolve situations independently. Highly complex problems may require the approval of a supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>Works under minimal supervision and follows general guidelines with a fair amount of latitude for independent action.</li> <li>Assists in managing budgets.</li> </ul>	<ul style="list-style-type: none"> <li>Assigns work to team members, monitors work completion, and changes the priorities of the team as needed.</li> <li>Provides formal training/instruction to others.</li> <li>Serves as a resource or escalation point for team members.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 6 or more years of relevant experience.</li> <li>High School diploma or its equivalent required, associate degree or bachelor's degree may be required or preferred. Other vocational or specialized skill training/certification is required in some positions.</li> <li>Expert knowledge and skills in area of responsibility.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>PROFESSIONAL 1 (P1) Entry</b>	<ul style="list-style-type: none"> <li>Executes mostly routine tasks within a professional field and delivers results for relatively basic problems and initiatives.</li> <li>Performs specific job responsibilities, pre-determined work steps, and/or established activities within the team at the direction of a supervisor and/or as outlined in a project plan.</li> <li>Contributes to projects/budgets/assignments/work groups.</li> <li>May make observations and suggestions to improve efficiency or effectiveness within own role or team.</li> <li>Decisions and actions generally impact primarily own workflow and timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or team.</li> <li>Problems encountered are generally routine or within predictable parameters.</li> <li>Problems of basic complexity and impact are resolved by evaluating and selecting from standard operating policies and procedures.</li> <li>Escalates more advanced problems to supervisor or senior staff.</li> <li>Variations must be reviewed and approved by a supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>Works under immediate to general supervision and follows established policies and procedures.</li> <li>May be responsible for handling limited to moderate monetary transactions regularly.</li> </ul>	<ul style="list-style-type: none"> <li>No supervision of others exercised.</li> <li>Participates as an active team member.</li> <li>Does not generally provide guidance/direction.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 0-2 years of professional-level work or intern experience.</li> <li>Bachelor's degree required or equivalent years of relevant experience.</li> <li>Basic knowledge and skills in area of responsibility.</li> <li>Professional credentialing may be preferred.</li> </ul>
<b>PROFESSIONAL 2 (P2) Intermediate</b>	<ul style="list-style-type: none"> <li>Executes mostly routine tasks within a professional field and delivers results for moderately complex problems and initiatives.</li> <li>Performs a variety of job responsibilities and assists in the completion of larger projects/activities within a team.</li> <li>May be fully accountable on a small to moderate scale projects/budgets/assignments/work groups.</li> <li>Makes observations and suggestions to improve efficiency or effectiveness within own role or team.</li> <li>Decisions and actions generally impact primarily own workflow and timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or team.</li> <li>Problems encountered are somewhat varied, but within predictable parameters.</li> <li>Identifies and resolves clearly defined problems by evaluating and selecting from standard operating policies and procedures and basic resource coordination.</li> </ul>	<ul style="list-style-type: none"> <li>Work is primarily independent and under limited supervision following established guidelines/practices.</li> <li>Exercises independent judgment within established procedures and/or protocols.</li> <li>May be responsible for reviewing financial reports and/or monitoring and reconciling fiscal related activity.</li> </ul>	<ul style="list-style-type: none"> <li>No supervision of others exercised.</li> <li>Contributes as an active team member and may serve as resource to entry level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 2 years of relevant experience.</li> <li>Bachelor's degree required or equivalent years of relevant experience.</li> <li>Growing knowledge and skills in area of responsibility.</li> <li>Professional credentialing may be preferred or required.</li> </ul>
<b>PROFESSIONAL 3 (P3) Senior</b>	<ul style="list-style-type: none"> <li>Executes a variety of tasks within a professional field and delivers results for more complex problems and initiatives.</li> <li>Performs a variety of job responsibilities and assists in the administration of a team, program, or project within a department.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or team/department.</li> <li>Problems encountered are usually varied and may be complex but are generally within predictable parameters.</li> </ul>	<ul style="list-style-type: none"> <li>Nature of work is independent and collaborative.</li> <li>Works under limited supervision and follows established guidelines/practices.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes as a proactive team member and may provide guidance/training to intermediate and entry level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, greater than 4 years of relevant experience.</li> <li>Bachelor's degree required or equivalent years of relevant experience.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>PROFESSIONAL 4 Expert (P4)  Team Lead</b>	<ul style="list-style-type: none"> <li>• May be responsible for large programs and projects including planning, assigning, monitoring and reviewing progress and accuracy of work, evaluating results, etc.</li> <li>• Makes observations and suggestions to improve efficiency or effectiveness within team/department.</li> <li>• Decisions and actions generally impact team/department workflow, processes, and timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>• Problems are resolved by referencing operating policies and procedures, evaluating resource coordination, data analysis, and using own expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Assists with and makes recommendations regarding budget; may manage budget for specific teams, programs, or projects.</li> </ul>	<ul style="list-style-type: none"> <li>• May oversee the work of student workers, interns, and/or volunteers.</li> <li>• No formal authority regarding hiring, terminations, pay decisions, etc.</li> <li>• Assists in planning and developing</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive knowledge and skills in area of responsibility and general understanding of related areas/ functions.</li> <li>• Professional credentialing may be preferred or required.</li> </ul>
	<ul style="list-style-type: none"> <li>• Leads work in a sub-department or program under broad direction. Executes a variety of tasks within a professional field or specialized area and delivers results for highly complex problems and initiatives.</li> <li>• Performs a variety of job responsibilities and assists in the administration of all or multiple aspects of a sub-department or program.</li> <li>• Responsible for large programs and projects including planning, assigning, monitoring and reviewing progress and accuracy of work, evaluating results, etc.</li> <li>• Acts as a guide and may become actively involved, as required, to meet schedules and resolve problems.</li> <li>• Assists to improve efficiency or effectiveness within team/department. Decisions/actions generally impact team/sub-department workflow, processes, and timeframes.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions and actions are generally limited to own job and/or team/sub-department.</li> <li>• Problems encountered are usually varied and may be complex but are generally within predictable parameters.</li> <li>• Problems are resolved by utilizing analytical or problem-solving techniques, referencing operating policies and procedures, evaluating resource coordination, data analysis, etc. and using own expertise.</li> <li>• Evaluates and develops creative solutions to issues without prior precedent.</li> </ul>	<ul style="list-style-type: none"> <li>• Nature of work is independent and collaborative.</li> <li>• Works under limited direction and supervision, guided by professional standards, desired outcomes, and team/ department guidelines.</li> <li>• Assists with and makes recommendation regarding budget; may manage budget for specific teams, programs, or projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes as a proactive team member and acts as a lead for team members, providing specific guidance/direction/training to staff.</li> <li>• Regularly leads the planning and development.</li> <li>• May provide supervision for one or two staff.</li> <li>• May oversee the work of students, interns, and/or volunteers.</li> <li>• No formal authority regarding hiring, terminations, pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically, greater than 6 years of relevant experience.</li> <li>• Bachelor's degree required or equivalent years of relevant experience. An advanced degree may be required.</li> <li>• Extensive knowledge and skills in area of responsibility and general understanding of related areas/ functions.</li> <li>• Advanced professional credentialing may be preferred or required.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>MANAGEMENT 1 (M1) Supervisor</b>	<ul style="list-style-type: none"> <li>Oversees a team. A portion of time is normally spent performing individual tasks related to the program or the team.</li> <li>Provides immediate supervision, assigns tasks, checks work at frequent intervals, maintaining schedules and reviewing performance.</li> <li>Provides direction to employees according to established policies and management guidance.</li> <li>Exercises judgment within defined procedures and policies to determine appropriate action, interpreting and adjusting as circumstances require.</li> <li>Decisions and actions generally impact program/unit workflow, processes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or program/unit.</li> <li>Problems encountered are difficult but are not complex. Works on smaller, less complex management issues. Problems are generally within predictable parameters.</li> <li>Problems are resolved by referencing guidelines and general precedents and using own experience and may include limited analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Works under minimal supervision and follows general guidelines with a fair amount of latitude for independent action.</li> <li>May maintain and monitor budget.</li> </ul>	<ul style="list-style-type: none"> <li>Supervises one or more staff in jobs in the same or similar job families or functions.</li> <li>Provides scheduling, formal training, evaluations, and development.</li> <li>May contribute to hiring, termination, and pay decisions.</li> <li>May serve as an active team member.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 3 years of relevant experience, and 1 year of lead experience.</li> <li>High School diploma or its equivalent required. Vocational, specialized skill training/certificate, or an Associate's degree may be required or preferred.</li> <li>Advanced knowledge and skills in area of responsibility and a general understanding of related areas/ functions.</li> </ul>
<b>MANAGEMENT 2 (M2) Manager</b>	<ul style="list-style-type: none"> <li>Manages the operations of a sub-department or program under broad direction. Acts as guide and may become actively involved, as required, to meet schedules and resolve problems.</li> <li>Plans and schedules work activities, resources (e.g., staff, materials, budget), timelines, etc.</li> <li>Reviews, analyzes, and evaluates the efficiency and effectiveness of department/program/unit and makes recommendations for improvement.</li> <li>Builds cross functional relationships.</li> <li>A portion of time may be spent performing individual tasks related to the sub-department or program.</li> <li>Decisions and actions generally impact department/program/unit workflow, processes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or department/program/unit.</li> <li>Problems encountered are varied and may involve unique circumstances.</li> <li>Problems are resolved using professional/University guidelines, significant resource coordination, data investigation/analysis, etc. and using own expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Works with moderate guidance with some latitude for independence of action.</li> <li>Assists with and make recommendations regarding budget; may manage budget for specific units, programs, or projects within department.</li> </ul>	<ul style="list-style-type: none"> <li>Supervises one or more professional jobs in the same or similar job families or functions.</li> <li>Provides feedback and guides work of staff.</li> <li>Contributes to hiring, termination, and pay decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 3 years of relevant experience, 1 year and lead or supervisory responsibilities.</li> <li>Bachelor's degree required. Certification may be preferred or required. Extensive knowledge and skills in area of responsibility and general understanding of related areas/ functions.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>MANAGEMENT 3 (M3)</b> <b>Assistant / Associate Director</b>	<ul style="list-style-type: none"> <li>Manages a single department or program. Exercises supervision in terms of costs, methods, and staffing.</li> <li>Establishes operational objectives and work plans and delegates assignments to subordinates.</li> <li>Develops, modifies, implements, and executes policies.</li> <li>Works on issues where analysis of situations or data requires in-depth functional or multi-functional knowledge.</li> <li>Selects methods, techniques, and evaluation criteria for obtaining results.</li> <li>Decisions and actions impact the operations, timeframes, etc. of the department.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to own job and/or department/program/unit.</li> <li>Problems encountered are often complex and may involve unique circumstances.</li> <li>Problem solving requires in-depth analysis, cross-functional assessment, and understanding of University's strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Works with limited guidance with moderate latitude for independent action in operations and some latitude in strategy.</li> <li>Makes recommendations regarding budget; may manage budget for specific units, programs, or projects within department.</li> </ul>	<ul style="list-style-type: none"> <li>Manages individual and/or management-level contributors; may include multiple job families or functions.</li> <li>Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 5 years of relevant experience, including 2 years of lead or supervisory responsibilities.</li> <li>Bachelor's degree required. May require further advanced degree. Certification may be preferred or required.</li> <li>Expertise across multiple work groups or mastery of a specific professional discipline.</li> </ul>
<b>MANAGEMENT 4 (M4)</b> <b>Director</b>	<ul style="list-style-type: none"> <li>Manages a department or strategic program. Accountable for executing the strategic and operational plans, goals, and policies.</li> <li>Executes, and contributes to planning of, the operational plan and is responsible for the performance and goal attainment of the department/program.</li> <li>Provides direction for the functional area through short- and long-term planning and supports alignment with the University's strategic direction.</li> <li>Reviews, analyzes, and evaluates the effectiveness of department/program and makes recommendations for improvements.</li> <li>Builds and maintains cross functional internal and external relationships.</li> <li>Works closely with executive level leadership.</li> <li>Decisions and actions impact the operations, timeframes, etc. of department/program; may have indirect impact on the University and/or other related functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and actions are generally limited to department/program and extend to University and/or other related functional areas.</li> <li>Problems encountered are complex, broad in scope, and usually involve unique circumstances.</li> <li>Problem solving requires in-depth analysis, cross-functional assessment, and understanding of University's strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Works with limited guidance with moderate latitude for independent action in operations and some latitude in strategy</li> <li>Manages, and helps develop budget for area(s) of responsibility and may contribute to department/division budget development.</li> <li>Ensures adherence to approved budget within own department.</li> </ul>	<ul style="list-style-type: none"> <li>Manages high-level individual and/or management-level contributors, may include multiple job families or functions.</li> <li>Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 8 years of relevant experience, including 3 years of supervisory responsibilities.</li> <li>Bachelor's degree required. May require further advanced degree. Certification may be preferred or required.</li> <li>Recognized as the university's expert in one of the primary areas of operations within a function.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<p><b>MANAGEMENT 5 (M5)</b>  <b>Senior Director</b>  <b>Assistant Dean</b>  <b>Associate Dean</b></p>	<ul style="list-style-type: none"> <li>• Directs multiple groups or departments Accountable for overseeing strategic and operational plans, goals, and policies.</li> <li>• Accountable for developing university-wide policies and procedures and authorizing implementation.</li> <li>• Provides strategy and direction for university functional area. Provides direction for the functional area through short- and long-term planning and supports alignment with the University's strategic direction.</li> <li>• Builds and maintains strong cross functional and external relationships; partners extensively with others to ensure successful operations.</li> <li>• Acts as a trusted advisor to executive level leadership providing expertise within functional area. Forecasts, develops, and manages budgets and other resource requirements for functional area.</li> <li>• Decisions and actions directly impact the division/functional area; can have a direct impact on the University and/or other related functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions and actions <b>are generally limited to</b> division/functional area and may include University and/or other related functional areas.</li> <li>• Problems encountered are highly complex and involve multiple areas across the University, and potentially external entities.</li> <li>• Problem solving requires in-depth analysis, cross-functional assessment and understanding of University's strategic direction; must consider the complex interdependencies within the division/functional area and the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Works with limited guidance and considerable latitude for independent action in strategy and operations</li> <li>• Forecasts resource needs, manages resources and operating budget to ensure financial and operational objectives are met.</li> <li>• Responsible for ensuring budgets meet University requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs through management and/or high-level individual contributors; may include multiple job families or functions.</li> <li>• Senior Director must have at least one Director level direct report.</li> <li>• Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically, 10+ years of experience in specific field/industry, including 5 years of supervisory <b>responsibilities</b>.</li> <li>• Bachelor's degree required. May require further advanced degree. Certification may be preferred or required.</li> <li>• Command of the theories, principles, concepts, and methods used in the work. Recognized as the university's expert in one of the primary areas of operations within a function.</li> <li>• Requires in-depth knowledge of business strategies and University goals.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>EXECUTIVE 1 (E1)</b> <b>Dean</b> <b>Assistant VP</b> <b>Associate VP,</b>	<ul style="list-style-type: none"> <li>Accountable for setting the vision and direction for a significant portion of a functional area, including the development and implementation of strategic plans.</li> <li>Provides strategic input on resource allocation to achieve goals.</li> <li>Develops University processes and implementation of a functional area.</li> <li>Requires in-depth knowledge of business strategies and University strategies as well as competitive environment and technological, economic, and/or social implications.</li> <li>Decisions have a significant and long-term effect on University's success. Matters have potential for highly strategic or critical impact on the University.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions may extend beyond own division and include the University level.</li> <li>Problems are difficult, significantly complex, with multiple variables and many stakeholders to consider.</li> <li>Directs the resolution of difficult, significantly complex, multi-variant problems that cross system operations.</li> <li>Drives improvements of entire processes, systems, or products to enhance performance of the functional area within the University.</li> </ul>	<ul style="list-style-type: none"> <li>Works with limited guidance and considerable latitude for independent action in strategy and operations.</li> <li>Influences and directs the allocation of financial, capital, and human resources across a function.</li> </ul>	<ul style="list-style-type: none"> <li>Directs and controls the activities through multiple layers of management.</li> <li>Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 10+ years of experience in specific field/industry, and 6 years of experience in a leadership role.</li> <li>Bachelor's degree required or equivalent years of relevant experience.</li> <li>Command of the theories, principles, concepts, and methods used in the work.</li> <li>Requires in-depth knowledge of business strategies and University goals.</li> <li>Knowledge permits developing new ways of administering the work.</li> <li>Recognized as a leader in specialized area.</li> </ul>
<b>EXECUTIVE 2 (E2)</b> <b>Provost</b> <b>Vice President</b>	<ul style="list-style-type: none"> <li>Cabinet role</li> <li>Accountable for setting the vision and direction for a university functional area. Directs the development and implementation of strategic plans.</li> <li>Drives strategic input on resource allocation to achieve goals.</li> <li>Authorizes University policies and implementation.</li> <li>Requires in-depth knowledge of business strategies and University strategies as well as external factors that affect University activities.</li> <li>Decisions have a significant impact on the University's sustainability, are highly strategic or have a critical impact on the University.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions are at the strategic level and extend beyond own division to include the University.</li> <li>Problems are at the highest level, with multiple variables and many stakeholders to consider.</li> <li>Directs the resolution of difficult, significantly complex, multi-variant problems that cross system operations.</li> <li>Authorizes improvements of entire processes, systems, or products to enhance performance of the function within the University.</li> </ul>	<ul style="list-style-type: none"> <li>Works with latitude for independent action in strategy and operations.</li> <li>Authorizes the allocation of financial, capital, and human resources across a function.</li> </ul>	<ul style="list-style-type: none"> <li>Directs and controls the activities through executive-level leaders.</li> <li>Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Typically, 10+ years of experience in specific field/industry, and 6 years of experience in a leadership role.</li> <li>Bachelor's degree required or equivalent years of relevant experience.</li> <li>Command of the theories, principles, concepts, and methods used in the work.</li> <li>Knowledge permits developing new ways of directing the work.</li> <li>Requires in-depth knowledge of business strategies and University goals that permits developing new ways of administering the work.</li> <li>Recognized as a leader in specialized area.</li> </ul>

Criteria	University Impact	Decision Making and Problem Solving	Independence of Action	Supervisory Responsibility	Education and Experience
<b>EXECUTIVE 3 (E3)</b> <b>Executive Vice President</b> <b>Senior Vice President</b>	<ul style="list-style-type: none"> <li>• Cabinet role</li> <li>• Accountable for setting the vision and direction for a university functional area. Directs the development and implementation of strategic plans.</li> <li>• Drives strategic input on resource allocation to achieve goals.</li> <li>• Authorizes University policies and implementation.</li> <li>• Requires in-depth knowledge of business strategies and University strategies as well as external factors that affect University activities.</li> <li>• Decisions have a direct and critical impact on the University's sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are at the highest strategic level and extend beyond own division to include the University.</li> <li>• Problems are at the highest level, with multiple variables and many stakeholders to consider.</li> <li>• Directs the resolution of difficult, significantly complex, multi-variant problems that cross system operations.</li> <li>• Authorizes improvements of entire processes, systems, or products to enhance performance of the function within the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Works with latitude for independent action in strategy and operations.</li> <li>• Authorizes and approves the allocation of financial, capital, and human resources across the University.</li> </ul>	<ul style="list-style-type: none"> <li>• Directs and controls the activities through executive-level leaders.</li> <li>• Responsible for staffing, hiring, termination and discipline, setting performance standards, coaching, and evaluating staff, making pay decisions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically, 10+ years of experience in specific field/industry, and 6 years of experience in a leadership role.</li> <li>• Bachelor's degree required or equivalent years of relevant experience.</li> <li>• Command of the theories, principles, concepts, and methods used in the work.</li> <li>• Knowledge permits developing new ways of directing the work.</li> <li>• Requires in-depth knowledge of business strategies and University goals that permits developing new ways of administering the work.</li> <li>• Recognized as a leader in specialized area.</li> </ul>