

Job Template: Student Services Program Manager 1

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 1
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: L50001

M5: Level Standards

GENERAL ROLE

This level is the first with the primary function of managing employees. Incumbents may initiate and communicate a variety of staffing actions.

Oversees the day-to-day operations of a group of employees. Responsible for training and development of subordinate staff, estimating staffing needs, assigning work, meeting completion dates, and interpreting and ensuring consistent application of organizational policies. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Alter the order in which work or a procedure is performed.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure.
- Distribute work and monitor workload among staff.

INDEPENDENCE AND DECISION-MAKING

→ *Supervision Received*

- Works under direction.
- Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ *Context of Decisions*

- Decisions are driven by office/departmental policy and procedures.

→ *Job Controls*

- Free to plan and carry out all phases of work assignments, including the oversight of staff.
- Has the latitude to make daily operational decisions.

COMPLEXITY AND PROBLEM SOLVING

→ *Range of issues*

- Issues tend to be operational in nature.

Job Template: Student Services Program Manager 1

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 1
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: L50001

→ *Course of Resolution*

- Identifies issues and gathers facts.
Understands the smallest details of an assigned area.

→ *Measure of Creativity*

- Problems can be resolved within provided guidelines.
- Problems are not amenable to strict technical resolution, requiring innovative thinking.

COMMUNICATION EXPECTATIONS

→ *Manner of Delivery and Content*

- Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

SCOPE AND MEASURABLE EFFECT

Incumbents:

- Manage a small homogenous department.
OR
- Manage a larger process-oriented area whose members perform like activities.
 - Actions regularly affect a department or a project outcome with office/programmatic impact.
 - Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
 - Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

Job Template: Student Services Program Manager 1

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 1
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: L50001

Job Template

GENERAL SUMMARY

Oversees staff development and monitors policy compliance. Responsible for the coordination and delivery of student programs and learning objectives, focusing on designated specialty program(s) in specified area or department.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under direction of a manager. Manages the day-to-day operations and a group of employees.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Manages the work of assigned personnel, including assigning and reviewing work, providing guidance, and conducting performance evaluations.
- Plans, implements, and manages the operation and delivery of assigned program. Implements and enforces departmental and University policies and procedures.
- Liaises with University constituents to maintain and develop programming partnerships and logistics for events.
- Collaborates with internal and external departments on joint programs or projects. Assesses risk for all programmatic activities.
- Performs office management duties for the program. Coordinates and monitors the processing of necessary paperwork and maintenance of records and filing system to support program.
- Makes budget recommendations and monitors approved budget and expenditures; assists in identifying resources and funding sources as needed.
- Plans and organizes workshops, training programs, courses, program curricula, and training materials, in accordance with program goals.
- Serves as a resource to students, staff, and others on matters relating to program policies, procedures, and activities.
- Collects and analyzes program data and participates in evaluating program effectiveness. Identifies problems and makes necessary changes.

Job Template: Student Services Program Manager 1

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 1
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: L50001

- Engages in public relations and promotional activities for the program. Implements recruiting and promotional strategies, in area of responsibility.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Master's degree in related field.
- Four years of related experience.

COMPETENCIES

Knowledge of:

- Principles and practices of employee supervision in a unionized environment
- Risk management practices and procedures
- Applicable federal and state laws, guidelines, and regulations
- Principles and practices of administrative and budget management
- Theories and practices of college student development
- Microsoft Office and related software applications

Skill in:

- Classroom management
- Planning and organization
- Understanding students and fostering student success
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving, analysis, and decision making

Ability to:

- Assess and report data within administrative area
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Respond to and manage student crises
- Develop performance measures to gauge effectiveness of administrative area

Job Template: Student Services Program Manager 1

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 1
Job Category: M	Job Level: 5
FLSA Status: E	Job Code: L50001

- Plan and organize workshops, training courses, curricula, and training materials
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management

Job Template: Student Services Program Manager 2

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 2
Job Category: M	Job Level: 6
FLSA Status: E	Job Code: L50002

M6: Level Standards

GENERAL ROLE

This level is accountable for providing management of a small- to moderate-sized office or department charged with providing a variety of cross-disciplinary services. Incumbents should generally have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees

Incumbents:

- Modify practices and procedures to improve efficiency and quality of services delivered by subordinate staff.
- Ensure policies and procedures are followed and functions are carried out efficiently and correctly.
- Are accountable for setting goals and objectives for staff members to achieve operational objectives and service standards.
- Distribute work and monitor workload among staff.
- Evaluate and monitor the accuracy, quality, quantity, and timeliness of services and activities.
- May develop/enhance processes and procedures to improve efficiency or effectiveness of services, as a means to fulfill departmental or office initiatives.

INDEPENDENCE AND DECISION-MAKING

→ *Supervision Received*

- Works under direction.
- Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ *Context of Decisions*

- Decisions are driven by departmental policy and procedures.
- Understands the smallest details of an assigned area.

Job Template: Student Services Program Manager 2

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 2
Job Category: M	Job Level: 6
FLSA Status: E	Job Code: L50002

→ Job Controls

- Free to plan and carry out all phases of work assignments, including the oversight of staff.
- Has the latitude to make daily operational decisions.

COMPLEXITY AND PROBLEM SOLVING

→ Range of issues

- Issues are readily identified but cannot be understood and fixed in simple cause-effect terms.
- Variables affecting the problem are generally known.

→ Course of Resolution

- Utilizing an understanding of best practices and the way similar units run elsewhere, convincingly recommends, develops, and implements capital and process improvements to the area.

→ Measure of Creativity

- Problems require integrative solutions such as how technologies, processes, resources, and people all fit together.

SCOPE AND MEASURABLE EFFECT

- Serve as a manager of a moderate-sized department or office charged with carrying out cross-disciplinary tasks or functions
- Actions regularly affect a department or an office-centric outcome with departmental impact.
- Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
- Actions may have high-risk compliance or safety implications.
- Performance results tend to relate to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

Job Template: Student Services Program Manager 2

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 2
Job Category: M	Job Level: 6
FLSA Status: E	Job Code: L50002

Job Template

GENERAL SUMMARY

Provides leadership, development, planning, execution, coordination and evaluation of all student programs for student development. These programs may include student housing, financial aid, administration of Student Union, student events, career counseling, and recruitment.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under general direction of a manager. Manages professional and non-professional staff, as well as business and/or administrative operations of a moderate sized department of cross-disciplinary services.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Manages the work of assigned personnel, including assigning and reviewing work, providing guidance, and conducting performance evaluations.
- Manages departmental processes for financial planning, budget, and purchasing within unit.
- Collaborates with university colleagues to develop and implement policy, logistics, and procedures.
- Prepares and executes assessment processes. Utilizes data to improve student processes.
- Serves as an authoritative resource to students, staff, and others on matters relating to program policies, procedures, and activities.
- Counsels and guides applicants regarding academic programs and requirements, eligibility, and options.
- Makes budget recommendations and manages approved budgets for programs or program sub-units. Approves expenditures and prepares budget reports and projections.
- Prepares studies, reports, and recommendations for area of assignment.
- Participates in various committees and advisory groups.
- Engages in public relations and promotional activities for the program. Plans and implements recruiting and promotional strategies, in area of responsibility.

Job Template: Student Services Program Manager 2

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 2
Job Category: M	Job Level: 6
FLSA Status: E	Job Code: L50002

- Plans and organizes special informational programs to promote the University and explain policies, procedures, and programs.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Master's degree in related field.
- Five years of related experience.

COMPETENCIES

Knowledge of:

- Student development theory and diversity and inclusion practices
- Contract management principles and practices
- Budget development and management
- Principles and practices of employee supervision
- Microsoft Office and related software applications

Skill in:

- Strategic planning and goal setting
- Planning and organization
- Understanding students and fostering student success
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving and analysis

Ability to:

- Interpret and explain policies, goals, and issues
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Plan and organize workshops, training courses, and curricula appropriate to program
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management

Job Template: Student Services Program Manager 2

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 2
Job Category: M	Job Level: 6
FLSA Status: E	Job Code: L50002

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

M7: Level Standards

GENERAL ROLE

This level is accountable for providing management of a moderate- to notably-sized department charged with providing a variety of cross-disciplinary services. Incumbents should have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Modify practices and procedures to improve efficiency and quality of service delivered by subordinate staff.
- Research and apply better ways to effectively achieve end results by, for example, arranging/rearranging the way work is performed, changing elements of processes, and adding or deleting new or unnecessary capabilities/functionalities for subordinate staff, as needed.
- Set staff objectives, immediate- and/or long-term, as a means to fulfill departmental or division initiatives.
- Provide analytical, technical, and advisory support to more senior members within the same disciplinary track
- May determine how to achieve directives set by directors, at a department level.

INDEPENDENCE AND DECISION-MAKING

→ *Supervision Received*

- Works under general direction.
- Seeks assistance only when unique situations arise, coupled with financial impact to the division, and political consequence.

→ *Context of Decisions*

- Work is focused on and regulated by specific division goals and milestones.

→ *Job Controls*

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

- Incumbents act based on own judgement as long as actions adhere to division policies and operating procedures, and remain focused on the division and departmental objectives.
- Subject to managerial controls through conferences, review of reports, and occasional departmental visits.
- Managerial controls are exercised on incumbents for matters of policy development and coordination, intermediate- and long-range planning, budgetary, and human resources based matters.

COMPLEXITY AND PROBLEM SOLVING

→ Range of issues

- Problems are unique and unexpected.
- Challenges for problems arise due to lack of precedent or policy at a division or University level.

→ Course of Resolution

- Problems require response/adaptation to changing conditions or circumstances, necessitating enterprise and new approaches.
- Problem resolution should frequently require collaboration and coordination with units internal to the division, with occasional collaboration and coordination outside the division.

→ Measure of Creativity

- Incumbents are required to develop new policy for approval and conceptualize an implementation plan for new procedures or processes due to the new policy.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content

- Deliver statements and information in a combined persuasive and motivational fashion to subordinate staff, departmental and University administrators, and the campus community as a whole.

SCOPE AND MEASURABLE EFFECT

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

- Manage a department of notable size, complexity, and significance that, in part, directly affects how well the organization to which the department belongs operates.
- Actions regularly affect a department or a project outcome with division-wide impact.
- Actions generally have a direct impact on controlling such things as program scope, staff size and nature of work, scope of services, operating budget, etc.
- Actions may have high-risk financial, compliance, political or safety implications.
- Performance results tend to related to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

Job Template

GENERAL SUMMARY

Provides advanced program management, supervises program development and oversees day-to-day delivery of program content for a student services department or program. This position is responsible for supervising a substantial number of professional staff, as well as business and/or administrative operations related to the non-academic student and social experience designed to support the University's student services needs.

REPORTING RELATIONSHIPS AND TEAMWORK

Works under the general direction of a manager. Supervises professional and non-professional staff, as well as student program business and/or administrative operations of a large sized department with cross-disciplinary services.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Oversees the planning and implementation of student service programs and/or departmental services and activities and is responsible for the day-to-day delivery of program content.
- Directs the day-to-day operation and administration of the program and/or departmental services in accordance with program goals and objectives. Possess accountability for program coordination and logistics.
- Facilitates work between units within and outside the division to ensure continuity of programmatic services.
- Selects, trains, supervises, and evaluates professional staff.
- Develops budget recommendations and manages approved program budget. Identifies funding sources as needed.
- Manages registration, course schedules and academic records; provides academic, career and personal counseling to applicants and students; monitors student progress and makes decisions regarding academic probation, dismissal and exceptions to prescribed program where applicable.
- Recruits qualified students or participants into the program through promotional activities and contact with target population; assesses educational need of target population and recommends courses of action to meet those needs.

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

- Develops, administers, and evaluates workshops, training programs, in accordance with program goals.
- Oversees training and research activities conducted through the program.
- Responsible for the public relations and promotional activities of the program, including planning and development of strategies.
- Serves as a resource and specialist to students, staff, faculty, and others on matters relating to program policies, procedures, and activities.
- Drafts and prepares reports for submission to internal and external entities.
- Evaluates effectiveness of academic program services and policies through the collection and analysis of program data. Develops policies and procedures and monitors compliance.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Master's degree in related field.
- Six years of related experience. One year must be serving as a supervisor of a moderate sized department or unit charged with carrying out cross-disciplinary tasks or functions.

COMPETENCIES

Knowledge of:

- Student program to be served, a considerable understanding required
- Principles and practices of employee supervision
- Financial management and planning
- Advanced principles and practices of student interaction
- Various educational principles
- Office administration and management
- Microsoft Office and related software applications

Skill in:

- Planning and organization
- Program development
- Interpreting and applying complex rules, policies, and regulations

Job Template: Student Services Program Manager 3

Occupational Group	Student Programs/Services
Job Family	Student Programs Coordination/Management
Job Path	Student Services Leadership
Job Title	Student Services Program Manager 3
Job Category: M	Job Level: 7
FLSA Status: E	Job Code: L50003

- Proposal development and writing
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving, and analysis

Ability to:

- Identify and resolve complex program issues
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Produce reports for federal, state, University, and regional agencies
- Manage financial records at an institute level
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management