**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 Receive*d

* 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*

* 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**

* 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.
* Incumbents’ 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.
* Incumbents’ actions may have high risk financial, compliance, political or safety implications.
* Performance results tend to related to efficiency, degree of waster/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.

**Job Template**

**GENERAL SUMMARY**

Provides advanced program management, supervises program development, and oversees day-to-day delivery of program content for an academic 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 training, research, educational, or counseling programs designed to support the University’s research activities, educational outreach services, and the academic curriculum.

**REPORTING RELATIONSHIPS AND TEAMWORK**

Works under the general direction of a manager. Supervises professional and non-professional staff, as well as educational 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 educational 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.
* Screens applicants for admission to program and assists in making admission decisions.
* 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.
* Develops, administers, and evaluates workshops, training programs, courses or curricula, 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:**

* Academic/educational 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
* 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 institutional 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