I. DESCRIPTION OF WORK

Positions in this banded class perform a range of student services and related administrative work within a university student support setting. Some positions included in this banded class are characterized by tasks, which follow prescribed laws and guidelines while other positions are focused on student academic, social, and emotional development. Work includes managing, administering, directing, promoting, and leading activities in the areas of admissions, financial aid, registration, residence life, student center and outdoor facilities and other administrative units dedicated to student service. Positions are responsible for managing data using a variety of computer applications, making independent decisions within university policy, interpreting, communicating, and adhering to policies and procedures, developing and establishing adequate internal controls to support legislation, evaluating patterns and recommending alternatives, student personnel management and scheduling, student development, developing and maintaining effective working relationships with and among students, parents, faculty, and staff, and other external entities and providing excellent customer service. This work may also include research, planning, development, and implementation of student programming in response to student and university needs. Work will often require extensive contact with accreditation agencies, counterparts and colleagues at other Universities, as well as the campus community and local and/or regional community in order to explain programming options, processes, policies, and procedures. Work may involve the coordination of off-campus travel for student or employee groups participating in activities and competitions as well as travel to attend college fairs, workshops, conferences, etc. Employees will be required to exercise confidentiality in accordance with policy and applicable state, federal and local laws such as FERPA (Family Educational Rights and Privacy Act) and HIPAA (Health Insurance Portability and Accountability Act). Positions will also be expected to make independent administrative decisions regarding labor, budget management, facilities and inventory management, program expenses within current funding levels, as well as projecting future expenses for program continuation, development, and implementation.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
Positions at this level perform basic student services and related administrative work. They coordinate a limited scope of work operations and processes.	Positions at this level perform a full range of student services and related administrative work. They coordinate and manage a broad scope of work operations and processes.	Positions at this level perform a wide range of highly specialized and/or complex student services and related administrative work.

III. COMPETENCIES

Competency	Definition
Managing Work Processes	Ability to measure and evaluate work processes, services, and products to achieve organizational goals. Ability to redesign processes as needed using best methods and technology to meet or exceed business needs. Ability to use appropriate methods to identify opportunities, implements solutions, and measure impact. Ability to develop and establish adequate internal controls to measure and evaluate work processes.
Decision Making	Knowledge of and ability to use effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. Ability to analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.
Coordination-Operations	Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks, or activities.
Program Management	Ability to coordinate and administer programs, activities, and protocols. Ability to manage resources, monitor activities, and assess environmental risks and quality control associated with the program.
Client/Customer Service	Ability to develop and maintain strong relationships with clients (those who buy goods and services, and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs. Customers include but are not limited to students, faculty, staff, donors, parents, and visitors.
Information/Records Administration	Knowledge of appropriate data collection policy and procedures, filing systems, computer application and data management systems, and programs. Ability to compile, assimilate, organize, and store printed and electronic information. Ability to review, compile, and analyze information to prepare reports. Knowledge of policies and procedures related to the collection, retention, destruction, and dissemination of electronic and printed records.
Managing Work and Performance	Ability to establish work rules, acceptable levels of quality and quantity of work and learning outcomes for student workers and staff; reviews work and measures performance of others, and develops individuals' competencies.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Managing Work Processes

Ability to measure and evaluate work processes, services, and products to achieve organizational goals. Ability to redesign processes as needed using best methods and technology to meet or exceed business needs. Ability to use appropriate methods to identify opportunities, implements solutions, and measure impact. Ability to develop and establish adequate internal controls to measure and evaluate work processes.

Contributing	Journey	Advanced
Ability to identify, document, draft and provide input to proposed changes to work standards, processes and procedures for discussion with stakeholders and supervisors. Ability to assist in the development of learning activities designed to implement these changes.	Ability to communicate and work with employees to gain understanding of a commitment to set work standards, processes, and procedures; Ability to provide ongoing feedback to employees on performance expectations and identifies and suggests areas of improvement. Ability to create and facilitate learning opportunities that may include active participation, networking with colleagues in other organizations or attending in-house training on related systems operations. Ability to provide directional input on program services.	Ability to provide leadership and set the direction for the department or unit to achieve organizational goals. Ability to actively seek input to identify best practices; ability to design, finalize and implement changes that affect a broad range of constituents.

Decision Making

Knowledge of and ability to use effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. Ability to analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.

Contributing	Journey	Advanced
Ability to recommend approaches to solving routine problems relating to programmatic requirements or standards.	Knowledge and use of effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. Ability to analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.	Ability to independently initiate or implement new approaches and policies to resolve non-standard problems and issues of broad scope and complexity.

Coordination-Operations

Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks, or activities.

Contributing	Journey	Advanced
Ability to coordinate a limited scope of work operations and processes to meet desired outcomes, including student, staff and program work operation scheduling.	Ability to coordinate and manage a broad scope of work operations and processes to meet programmatic expectations and outcomes.	Ability to direct, evaluate and implement improvements to maximize organizational goal achievement Ability to develop and oversee processes, procedures and programs to enhance organizational goal achievement.

Program Management

Ability to coordinate and administer programs, activities, and protocols. Ability to manage resources, monitor activities, and assess environmental risks and quality control associated with the program.

Contributing	Journey	Advanced
Ability to address and resolve routine service matters, referring to higher authority for issues outside standard operating procedures. Ability to collect, research and provide preliminary data analysis. Ability to create standardized reports for review by supervisor. Ability to proactively participate in promoting student learning and leadership involvement initiatives in meeting program goals and services. Ability to prioritize workload.	Ability to identify and understand student service issues, client needs, and matters of a recurring nature to effectively address and resolve the issue. Initiate creative programming to engage student participation. Ability to collect, research, and analyze information for processing, monitoring, or measuring data. Ability to develop some internal processes and prioritizes workload. Ability to generate non-standard reports. May require ability to function as a team member of more than one student service program team or specific area of expertise. May require ability to assign and review the work of others. Ability to mentor and assist others in various areas of technical expertise. Ability to conduct training for groups and individuals.	Ability to resolve issues that are unprecedented in nature and may have far reaching impact. Ability to develop new, innovative approaches to address and improve current and future programs, processes and procedures. Ability to develop multifaceted reports for use in a variety of areas within student services. Ability to provide expertise in main area of focus.

Client/Customer Service

Ability to develop and maintain strong relationships with clients (those who buy goods and services, and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs. Customers include but are not limited to students, faculty, staff, donors, parents, and visitors.

Contributing	Journey	Advanced
Ability to develop good, efficient customer relations within program area. Ability to answer routine requests, referring non-standard issues to higher authority level.	Ability to develop and maintain effective working relationships with client/customer in order to initiate, facilitate and complete work in assigned student service program area. Ability to independently interpret policy and procedure within delegated authority when responding to client/customer requests and non-standard issues. Ability to recognize how individual decisions impact other program areas and their goals. Ability to employ de-escalation techniques and conflict management strategies when appropriate. Ability to understand the role of clients in their work environment.	Ability to proactively and independently troubleshoot issues within program area. Ability to make exceptions to policies and procedures that may have wide impact on other program areas.

Information/Records Administration

Knowledge of appropriate data collection policy and procedures, filing systems, computer application and data management systems, and programs. Ability to compile, assimilate, organize, and store printed and electronic information. Ability to review, compile, and analyze information to prepare reports. Knowledge of policies and procedures related to the collection, retention, destruction, and dissemination of electronic and printed records.

Contributing	Journey	Advanced
Ability to collect and input data and performs research and analysis for supervisory review. Ability to assist with program improvements. Ability to adhere to university, state, and federal confidentiality regulations. Ability to assist with program improvements and documentation.	Ability to perform research, data collection, and analysis of information, and report writing. Ability to utilize, reconcile, and manipulate data from different internal and external software systems. Ability to apply an in-depth knowledge of program specialty or multiple program areas to improve existing programs or develop new programs.	Ability to evaluate, update and apply learning to improve overall program(s) specialty or a broad range of student centered program services. Ability to research and develop new, innovative approaches to address and improve current and future programs, processes and procedures. Ability to utilize and interpret data from a broad scope to implement innovative approaches and program improvements. Ability to develop comprehensive reports to be utilized in a variety of areas.

Managing Work and Performance

Ability to establish work rules, acceptable levels of quality and quantity of work and learning outcomes for student workers and staff; reviews work and measures performance of others, and develops individuals' competencies.

Contributing	Journey	Advanced
Ability to monitor work of student workers and staff, closely and ongoing, to assess and problem-solve. Ability to review performance on a daily basis and provide suggestions and gives instructions for improving work.	Ability to review work of student workers and staff upon completion to assess and problem solve. Ability to review accomplishments of the unit over a short-range period to insure that performance and service meet the required standards.	Ability to evaluate accomplishments of the unit to ensure program missions and goals are being met. Ability to make final review for most difficult, controversial or sensitive work to assess and problem solve.

V. MINIMUM TRAINING & EXPERIENCE

Bachelor's degree; or equivalent combination of training and experience.   All degrees must be received from appropriately accredited institutions.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.