<table>
<thead>
<tr>
<th>DIMENSION / LEVEL</th>
<th>SUPERVISOR</th>
<th>MANAGER</th>
<th>ADMINISTRATOR</th>
<th>OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUPERVISION</td>
<td>Typically supervises lower level Staff</td>
<td>Typically requires a Bachelor’s in related discipline. Generally at least 4+ years’ experience in associated discipline</td>
<td>Requires a Bachelor’s in related discipline. Generally at least 6+ years’ experience in associated discipline</td>
<td>Requires a Bachelor’s in related discipline. Generally at least 8+ years’ experience in associated discipline with several years in a management role having significant business impact</td>
</tr>
<tr>
<td>TYPICAL TRAINING/EXPERIENCE</td>
<td>Requires a High School Diploma, GED or Completion of an Apprenticeship Program. Generally 5+ years’ experience or vocational training in related field. Certification is required in some areas</td>
<td>Requires a Bachelor’s in related discipline. Generally at least 4+ years’ experience in associated discipline</td>
<td>Requires a Bachelor’s in related discipline. Generally at least 8+ years’ experience in associated discipline with several years in a management role having significant business impact</td>
<td>Requires a Master’s in related discipline. Generally at least 10+ years’ experience in associated discipline with several years in a management role having significant business impact</td>
</tr>
<tr>
<td>SPAN OF CONTROL / COMPLEXITY</td>
<td>Provides operational oversight with responsibility for delivering results for an area within a department</td>
<td>Provides operational direction with responsibility for delivering results for an area within a department</td>
<td>Provides strategic leadership and operational assistance with responsibility for delivering results for a department or an area within a department</td>
<td>Provides strategic leadership and is responsible for results delivered for one or more departments</td>
</tr>
<tr>
<td>DECISION-MAKING AUTHORITY</td>
<td>Sets objectives for the area and oversees their implementation. Decides how to achieve objectives within the University’s policies and guidelines. May have the authority to implement management policies or operating practices.</td>
<td>Sets objectives for the area and oversees their implementation. Decides how to achieve objectives within the University’s policies and guidelines. May contribute to the development of a budget.</td>
<td>Contributes to the development of departmental goals and may oversee their implementation. Decides how to achieve goals within the University’s policies and guidelines. May contribute to the development of a budget.</td>
<td>May set or change goals for one or more departments. May contribute to the development of a budget.</td>
</tr>
<tr>
<td>CONSEQUENCE OF ERROR</td>
<td>Actions at this level can cause or prevent delays, inefficiencies, or unnecessary expense and affect the efficiency and effectiveness of the people supervised.</td>
<td>Actions at this level can cause or prevent delays, inefficiencies or unnecessary expense that measurably affect the efficiency and effectiveness of a team or area within a department.</td>
<td>Actions at this level can cause or prevent delays, inefficiencies or unnecessary expense that measurably affect operational results or the efficiency and effectiveness of a team or area within a department.</td>
<td>Actions at this level have a measurable impact on one business unit or a department with a distinct function. Actions at this level measurably increase or decrease overall University operational/annual performance.</td>
</tr>
<tr>
<td>TYPICAL PROBLEMS SOLVED</td>
<td>Provides solutions based on experience.</td>
<td>Solutions require analysis and investigation.</td>
<td>Solutions require analysis and investigation.</td>
<td>Problems may be complex, difficult and may extend to multiple, related areas of the University. Solutions require analysis and investigation.</td>
</tr>
<tr>
<td>CORE FUNCTIONS</td>
<td>People Leadership</td>
<td>Investigation</td>
<td>Extensive analysis and detailed investigation</td>
<td>Analysis that spans across several areas within the University</td>
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</tbody>
</table>
| • Supervises and reviews the work of subordinates  
• Provides guidance and training  
• Manages staff schedules  
• Focused on maintaining steady workflow and productivity, meeting service/productivity standards, and resolving operational problems | • Requires supervision of at least one Support Staff  
• Schedules work for optimum efficiency and productivity  
• Provides day-to-day work direction  
• Schedules and approves vacation and overtime  
• May recommend pay adjustments and promotions | • Generally reports to an Administrator  
• Manages a specific function within a department and its outcomes  
• Supervises, coordinates, and reviews the work of subordinates  
• Provides guidance and training  
• Ensures departmental objectives are implemented | • Generally reports to a higher level Administrator; provides advice on matters impacting the department  
• Supervises, coordinates, and reviews the work of subordinates  
• Ensures departmental goals are implemented  
• Assists the supervisor in managing departmental operations  
• Manages Staff schedules to maintain core operations  
• May contribute to policy recommendations | • Generally reports to a Vice President, Associate or Assistant Vice President; provides advice on matters impacting the business unit or the University  
• Leads and oversees operations of a department with a distinct function  
• Ensures departmental goals are aligned with the goals of the business unit  
• Recommends staffing levels to accomplish planned business results  
• May recommend policies for approval | • Generally reports to a Provost, Senior Vice President, or Vice President; provides advice on strategic matters  
• Leads a business unit, several departments or a department with strategic University-wide or external impact  
• Ensures departmental goals are aligned with the goals of the business unit overseeing his/her area  
• Recommends University policies for approval | • Generally reports to the President, Provost or a Senior Vice President  
• Provides advice to the President on strategic matters  
• Provides strategic direction to the business unit(s)  
• Reviews and approves University policies  
• Devises strategies and initiatives with University-wide and external impact | • Requires leadership of one or more business units or departments  
• Selects, organizes, and supervises the leadership of one or more business units or departments  
• Typically does not perform individual contributor assignments  
• Rarely performs as individual contributor |