

I. DESCRIPTION OF WORK

Positions in this banded class provide consultation and program/project administration in a specialized or targeted program area of assignment, supporting the university in achieving stated program goals and objectives. Positions may serve as lead consultant, program manager and/or project manager. Work involves developing and maintaining productive collaborative work relationships and assessing and responding to client needs. Positions interpret and apply program policies and practices. Positions provide consultation, counseling, perform program/project administration, conduct information research and analysis, and market the assigned program. Work may include associated administrative and/or business functions. In these roles, employees may supervise staff.

Program areas of assignment may include one or more of the following: fund development, program/facilities coordination and administration, program development, delivery and marketing, pre- or post-grant administration, and small business development.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

| Contributing | Journey | Advanced |
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| Positions at this level provide advice, consultation and administrative functions in a program/project of limited scope and complexity within set parameters. They plan, analyze and coordinate daily activities, data management, consultation, marketing, and/or business administrative duties. | Positions at this level independently provide consultation and program/project administration in a program/project of moderate scope and complexity, with more flexible parameters. They plan, analyze and organize daily activities, data management, consultation and/or counseling, marketing, and/or business administrative duties. They may supervise lower level staff. | Positions at this level independently manage a program/project of considerable scope and complexity. They plan, coordinate and implement all aspects of the university program within flexible parameters, marketing the program to clients and others, and functioning as the program expert. They supervise lower level staff. |

III. COMPETENCIES

| Competency | Definition |
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| Professional Knowledge | Knowledge of the specific program area(s). Ability to keep current with developments and trends in areas(s) of expertise. |
| Program/Project Administration | Ability to coordinate and administer program(s)/project(s), activities and protocols. Ability to manage resources and budget. Ability to prepare and manage contracts and grants. Ability to monitor activities, and assess risk and quality control associated with the program. |
| Consultation | Ability to provide advice and counsel. Knowledge of the client programs, organization and culture. Ability to acknowledge and consider client's and organization's range of internal and external priorities in terms of the organization's mission and goals. Ability to understand the relationships and interrelationships of all the issues across organizational boundaries. Ability to share knowledge and critical thinking process to achieve mutually agreeable outcomes. |
| Information Analysis and Decision-Making | Ability to review, summarize, and analyze program information, data, business operations, and/or financial statements. Ability to determine and ensure compliance with program objectives, laws and regulations. Ability to choose an effective course of action or develop appropriate solutions and/or reach conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. |
| Communication and Marketing | Ability to communicate, in written and oral form, detailed and technical program information, guidelines and standards/statutes/codes/regulations to various audiences to ensure that they understand the information and the message, and to seek compliance. Ability to deliver presentations suited to the characteristics and needs of the audience such as negotiating solutions among different parties. |
| Leadership | Ability to coordinate, facilitate, and participate in a collaborative approach to the completion of tasks or assignments. |

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

Professional Knowledge

Knowledge of the specific program area(s). Ability to keep current with developments and trends in areas(s) of expertise.

| Contributing | Journey | Advanced |
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| <p>Knowledge of program policies and procedures and technology related to assigned program area(s). Ability to interpret and apply them for clients while providing services. Knowledge of program/service guidelines demonstrated by the ability to identify, evaluate, and resolve recurring work issues. Knowledge of state and federal laws and/or regulations in assigned program area(s). Ability to determine the correct or most appropriate course(s) of action.</p> | <p>Knowledge of program policies, procedures, technology, best practices and their theoretical bases. Ability to interpret and apply a variety of interrelated policies, procedures, and programs for clients and to address clients' non-routine issues.</p> <p>Knowledge of new theories, trends, laws or precedents demonstrated by recommending and implementing improvements or necessary changes to policies, procedures and/or program(s).</p> | <p>Knowledge of program policies, procedures, technology, best practices and their theoretical bases, demonstrated by the ability to relate programs to strategic plan to address complex or sensitive issues affecting clients. Knowledge of the inter-relationship of all program areas. Ability to focus management on more strategic programs. Ability to serve as the program/project expert.</p> <p>Ability to revise and approve programs, services, policies, and/or procedures collaboratively. Ability to develop and implement new or revised systems, policies, and/or procedures, related to the business needs of the organization.</p> |

Program/Project Administration

Ability to coordinate and administer program(s)/project(s), activities and protocols. Ability to manage resources and budget. Ability to prepare and manage contracts and grants. Ability to monitor activities, and assess risk and quality control associated with the program.

| Contributing | Journey | Advanced |
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| <p>Ability to administer and manage a component of a broad program or project.</p> <p>Ability to maintain program/project databases, schedules and reports. Ability to ensure accuracy of data. Ability to perform related administrative duties including coordination with other work units.</p> <p>Ability to research funding opportunities. Ability to assist in grant writing and contract proposal development.</p> | <p>Ability to administer and/or manage a program with established guidelines and standards in its entirety or to administer several components of a multi-faceted program. Ability to ensure program/project accountability. Ability to define scope, goals, tasks, deliverables, timelines, tools, and resources. Ability to assess the needs of the work unit or project. Ability to determine any gaps, and recommend changes in procedures, workflow and work assignments to improve efficiency and effectiveness in performance of individuals and the work unit as a whole.</p> <p>Ability to develop and monitor program/project databases, schedules and reports. Ability to ensure accuracy of data and compliance with program standards. Ability to perform professional program administrative duties, including technical decisions.</p> <p>Ability to collaborate in the development and completion of grants and contracts. Ability to administer pre- and post-award agreements. Ability to prepare related reports as required.</p> | <p>Ability to manage several and/or multi-faceted program(s) or project(s) in their entirety. Ability to lead and facilitate teams, workgroups or assigned staff. Ability to conduct research and development. Ability to take initiative in strategic planning and change management efforts. Ability to develop, implement and evaluate program(s)/project(s). Ability to establish goals and objectives of program(s)/project(s). Ability to set appropriate deadlines. Ability to plan and assign work of others. Ability to identify organizational needs and relevant business improvement processes.</p> <p>Ability to ensure compliance with program standards. Ability to make final technical decisions.</p> <p>Ability to oversee grant and contract pre- and post-award agreements, reporting and compliance with standards. Ability to advocate/represent the university in negotiations.</p> |

Consultation

Ability to provide advice and counsel. Knowledge of the client programs, organization and culture. Ability to acknowledge and consider client's and organization's range of internal and external priorities in terms of the organization's mission and goals. Ability to understand the relationships and interrelationships of all the issues across organizational boundaries. Ability to share knowledge and critical thinking process to achieve mutually agreeable outcomes.

| Contributing | Journey | Advanced |
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| <p>Knowledge of the link between the program and the organizational strategic plan. Ability to guide and collaborate with clients to execute program activities. Ability to make decisions within the boundaries of established program policy and procedure. Ability to follow up with colleagues and resource providers to resolve issues. Ability to assess and determine the best course of action. Ability to identify and resolve typical operational issues in assigned area(s). Ability to propose a course of action to address more unprecedented issues.</p> | <p>Ability to advise and collaborate with clients, program participants, and others to resolve difficult issues in assigned program area(s). Ability to identify trends. Ability to recognize the impact of policies, procedures, and laws. Ability to apply knowledge and understanding of program culture, issues, and work relationships to address situations. Ability to share knowledge and critical thinking process. Ability to promote the use of best practices to achieve mutually agreeable outcomes in the resolution of issues. Ability to determine and document a course of action to address complex, ambiguous or unique operational and/or programmatic issues in assigned area(s).</p> | <p>Ability to advise and negotiate with clients to address dynamic issues which require an in-depth understanding of the program/organizational culture, issues and work relationships. Ability to resolve complicated, sensitive, or unusual problems of an individual or systemic nature. Ability to guide and coach clients, co-workers, and/or subordinates in evaluating and resolving the most complex operational issues, often in overlapping program areas. Ability to coach and lead others in providing effective, responsive and timely consultation services. Ability to enhance collaboration among individuals and groups. Ability to build consensus when dealing with opposing points of view and resolving competing or complex issues.</p> |

Information Analysis and Decision-Making

Ability to review, summarize, and analyze program information, data, business operations, and/or financial statements. Ability to determine and ensure compliance with program objectives, laws and regulations. Ability to choose an effective course of action or develop appropriate solutions and/or reach conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences.

| Contributing | Journey | Advanced |
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| <p>Ability to gather, organize and analyze program information, data and/or financial information. Ability to review, examine and prepare documents. Ability to make recommendations based on the results of that information.</p> <p>Ability to identify, recognize and resolve problems that have established guidelines and precedents.</p> | <p>Ability to analyze business operations and/or financial statements for overall program administration. Ability to develop initiatives to meet program/project needs and objectives.</p> <p>Ability to assess and resolve unprecedented problems that require research and review of policy and procedures for the program or assigned components. Ability to resolve problems or compliance issues, based on delegated authority.</p> | <p>Ability to prepare and analyze overall business operations and matters pertaining to the program area. Ability to develop long ranges objectives for the strategic planning process.</p> <p>Ability to analyze and resolve unprecedented issues and problems independently using input from and collaboration of external sources. Ability to serve as a resource for others in resolving issues and problems. Ability to anticipate problems, project probable outcomes and potential impact on policy or program. Ability to develop resolution strategies.</p> |

Communication and Marketing

Ability to communicate, in written and oral form, detailed and technical program information, guidelines and standards/statutes/codes/regulations to various audiences to ensure that they understand the information and the message, and to seek compliance. Ability to deliver presentations suited to the characteristics and needs of the audience such as negotiating solutions among different parties.

| Contributing | Journey | Advanced |
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| <p>Ability to establish and maintain productive and collaborative professional work relationships with clients and respond to questions within policy and procedure guidelines in assigned area(s). Ability to use concepts and language that are easy for others to understand. Ability to use active listening to assure mutual understanding through shared information and viewpoints.</p> | <p>Ability to maintain and enhance professional relationships to increase credibility for building support and reaching consensus when explaining and interpreting program policies and procedures within assigned area(s). Ability to convey sensitive information or decisions to clients. Ability to work toward mutual resolutions that are in the best interests of the organization and across organizational lines.</p> <p>Ability to promote and market assigned area(s) and persuade clients of the needs and beneficial outcomes of the program. Ability to plan and implement marketing strategies and functions. Ability to apply creativity to development of strategies and functions. Ability to take a lead in presentation of products and cultivation of donors.</p> <p>Ability to develop and conduct multiple training programs to meet organizational training needs. Ability to prepare teaching plans, and materials. Ability to identify objectives and provide instructions in a variety of training disciplines which include and encompass all levels of work.</p> | <p>Ability to cultivate professional relationships with all levels of the program/organization, internal and external. Ability to take the initiative in difficult situations. Ability to encourage others in complex and sensitive situations to reach a mutually agreeable resolution that achieves business goals and maintains positive work relationships across the organization. Ability to coordinate and manage communication efforts conveying difficult, crucial, and/or controversial decisions.</p> <p>Ability to oversee marketing and public relations strategies and functions.</p> <p>Ability to coordinate staff development and training/education programs including core training, specialized one-time training events, continuing education, and related programs.</p> |

Leadership

Ability to coordinate, facilitate, and participate in a collaborative approach to the completion of tasks or assignments.

| Contributing | Journey | Advanced |
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| <p>Ability to provide leadership in the coordination and/or administration of a program.</p> <p>Ability to serve as a member of a program/project team and assist in developing project solutions.</p> <p>Ability to serve as a team leader.</p> <p>Ability to promote program goals and objective.</p> | <p>Ability to develop and manage a program/project plan.</p> <p>Ability to provide consultation on issues and requests from clients. Ability to consult with higher-level professionals to discuss alternative solutions.</p> <p>Ability to supervise staff.</p> <p>Ability to develop and implement short-term strategies consistent with program goals.</p> | <p>Ability to provide program/project leadership in planning and organizing the work of others.</p> <p>Ability to work collaboratively to manage issues.</p> <p>Ability to evaluate and recommend resource needs.</p> <p>Ability to consult with senior level decision-makers on an on-going basis.</p> |

V. MINIMUM TRAINING & EXPERIENCE

Bachelor’s degree and one year of experience related to the area of assignment; 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.