

TITLING GUIDELINES

Titling Guidelines create a standard format to ensure leadership titles are used consistently across the University and facilitates cross-university comparisons to advance pay equity. This document includes title summaries, reporting structure, and an overview of the responsibilities of the role: people management, financial responsibility, and decision-making and strategy. Faculty titles, prefixes, and the appointment process are outlined in the Faculty Handbook.

It is important to remember that titles:

- are not a reward for incumbent performance or longevity, a replacement for appropriate pay, or a way to avoid FLSA.
- should be representative of the accountabilities and responsibilities of the job, not the individual.
- create consistency in institutional reporting to federal agencies.

Title Review Process:

1. Manager of the job completes the Job Description template and recommends a title as outlined in this document.
2. Dean or Department Leader reviews the job description and recommended title based on the closest job level as outlined in this document.
3. Finalized job description is submitted to Human Resources for review and approval in the following scenarios:
 - Transfer or promotion
 - A newly created or vacant position
 - Title change

If the title is for a Director level or above, or does not meet the minimum specifications outlined below, approval to use the title is required by the Chief HR Officer.

Assistant Provost	Associate Provost
<ul style="list-style-type: none"> • Limited line authority within the institution. • Directs significant programmatic activities. • May be delegated specific budget responsibilities, or has input in the budget process. • Provides input on the formulation and implementation of policies and has responsibility to interpret policies. • Reports to the Provost. 	<ul style="list-style-type: none"> • Line authority within the institution, with potential accountability for offices or divisions. • Significant authority for budget and/or programmatic decisions. • Formulates, implements, and interprets policies. • In the absence of the Provost, this position assumes authority to act in the capacity. • Must be a tenured full professor. • Reports to the Provost.
<p>Summary of Role</p>	
<p>Constitutes the senior layer of system and institutional academic leadership, duties, and areas of responsibility will vary and include, but are not limited, to oversight of curricular, instructional, and research affairs, and academic programs. Works closely with other University leadership in promotion of the institution’s Pro Humanitate mission. Promotes and leads an environment that values and commits to diversity and inclusiveness.</p>	

Senior Academic and Administrative Officers Benefits:

- 7 weeks of PTO upon date of hire or transition to the position

Assistant Dean	Associate Dean	Dean
Management responsibility in an area such as counseling/career planning or curriculum development, etc.	Comprehensive responsibility for the direct management of day-to-day administrative, instruction, and research activities in a school/college or academic department.	Ultimate responsibility for all administrative, instruction, and research activities in a school/college or academic department.
Summary of Role		
Responsibility to the general direction and management of their academic departments and/or programs. They administer the policies of their respective faculties and of the Board of Trustees with respect to their academic units. If the appointment is in an Academic Department the individual must hold a tenured full professor rank. If the appointment is in an Administrative Department, a concurrent faculty rank is not required.		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Develops and mentors a team of professional exempt staff. Has full HR responsibility for direct reports (hire, fire, etc.). • Sets development plans and goals for upcoming year for their team members. Coaches direct reports on effective people management. • Manages self in accomplishing complex tasks or projects that include significant contact with internal or external constituents. • Forecasts staffing requirements and ensures quality faculty and staff are recruited and retained. • Typically reports to the Provost or a VP. 	<ul style="list-style-type: none"> • Contributes to development of budget for the functional area. • Manages assigned budget, forecasts and reports on budget status throughout the year. Accountable for budget for area of responsibility. • May be responsible for developing fundraising goals, plans, and strategies. • Recommends annual compensation increases to Senior Leadership. 	<ul style="list-style-type: none"> • Assists in development of short- and long-term strategic plans for the functional area. Contributes to the University's overall strategy. • Operationalizes strategic plan and sets milestones for progress. • Decisions are complex in nature and require considerable judgment. Consults with others in the functional area as needed for input on decisions. • Assesses the effectiveness of the organization structure and practices. Provides leadership for directional changes and advancement.

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Assistant Vice President		Associate Vice President
Leads multiple departments within a division, but not a division. Provides overall leadership and direction for departments. If an individual manages a unit that has significant external relations responsibilities (i.e., Advancement) this title may also be appropriate.		Leads a large functional division of the University. Individual provides overall leadership and direction of the division.
Summary of Role		
Leads the strategy and execution of sub-facets of the functional area, usually through a group of subordinate exempt professionals. Contributes to development of the strategic plan for the functional area and is collectively accountable for achievement of strategic goals.		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Develops and mentors a team of exempt professional staff. Has full HR responsibility for direct reports (hire, fire, etc.). • Sets development plans and goals for upcoming year for their team members. Coaches direct reports on effective people management. • Manages self in accomplishing complex tasks or projects that include significant contact with internal or external constituents. • Forecasts staffing requirements and ensures quality faculty and staff are recruited and retained. • Typically reports to a VP. 	<ul style="list-style-type: none"> • Contributes to development of budget for the functional area. • Manages assigned budget, forecasts and reports on budget status throughout the year. Accountable for budget for area of responsibility. • May be responsible for developing fundraising goals, plans, and strategies. • Recommends annual compensation increases to Senior Leadership. 	<ul style="list-style-type: none"> • Assists in development of short- and long-term strategic plans for the functional area. Contributes to the University's overall strategy. • Operationalizes strategic plan and sets milestones for progress. • Decisions are complex in nature and require considerable judgment. Consults with others in the functional area as needed for input on decisions. • Assesses the effectiveness of the organization structure and practices. Provides leadership for directional changes and advancement.

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Director		Senior Director
Responsible for a department or unit within a larger department. Implements strategic planning within their areas of responsibility. Manages the day-to-day operations with in their area of responsibility.		Responsible for a larger department or multiple departments within a division. Implements strategic planning within their areas of responsibility. Highest level of day-to-day operations management.
Summary of Role		
Manages execution of the strategy of the functional or sub-functional area through a group of subordinate managers, supervisors, or individual contributors. Primary function is both operational and strategic.		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Directly manages a team of others, usually exempt professional staff. Has full HR responsibility for direct reports (hire, fire, etc.). • Leads by example with high personal expectations and appropriate advocacy for the department. • Sets development plans and goals for upcoming year for their team members. • Typically reports to an AVP. 	<ul style="list-style-type: none"> • Contributes to development of budget for the functional area. • May manage a portion of the budget. Ensures that department operates within costs and restraints. • Develops forecasts and reports on budget status. • Recommends annual salary increases to AVP. • May be responsible for developing fundraising goals, plans, and strategies. 	<ul style="list-style-type: none"> • Contributes ideas and viewpoints on strategic and operational plans. Develops annual departmental objectives and goals. • Decisions are complex in nature and focused on ensuring departmental objectives are met. • Consults with others in functional area for input on decisions and receives input on decisions from Assistant/Associate Vice President/Department Head as needed to ensure alignment with functional strategy.

Assistant Director		Associate Director
Responsible for the supervision of a smaller department or work team. Often is a working supervisor with direct experience performing work they are supervising. May be an individual contributor.		Responsible for a department or work team. Typically has individual contributors as direct reports, but could also have managerial direct reports.
Summary of Role		
Responsible for overseeing a specific area within the functional area. Primary function is operational, rather than strategic.		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Direct reports may include exempt- or non-exempt staff. • Evaluates performance, sets development plans and goals for upcoming year for direct reports. • May have full HR responsibility for direct reports or share part of the responsibility with the Director or AVP. • Typically reports to a Director. 	<ul style="list-style-type: none"> • May monitor a portion of the functional area's budgets. • May develop forecasts and reports on budget status. • May contribute to development of budget for the functional area. • May provide input to the Director or AVP for teams compensation increases. 	<ul style="list-style-type: none"> • May contribute ideas and viewpoints on the operational plans for the functional area. • Decisions are primarily operational. • Exercises discretion in decision-making, using existing policies as guidelines. • Seeks input from Director or AVP on decisions as needed to ensure alignment with operational plan.

Exceptions:

Certain jobs will not fall under the conventions described below; these are jobs whose titles are unique and standard in the market, examples include:

- Accountant
- Counselor
- Registrar
- Scientist
- Controller
- Coach