

A/P Faculty Job Architecture Definitions

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General Definitions

Autonomy: The responsibility, power, or obligation to independently make a decision and the accountability for its success or failure.

Career Map: Illustrates how different jobs relate and the different career paths available within the university that can be used for career planning and workforce development purposes.

Career Path: The growth or trajectory an employee can take in their career. Career paths are important for employees to plan their future, enhance their skills and knowledge to master current jobs, or identify paths for transfers, promotions, and other movements.

Career Structure: A set of career tracks and levels within each career track. When the job structure and career structure are combined it provides clarity on how employees can develop and progress at an organization.

Career Track: The basic infrastructure of a career structure representing a group of jobs characterized by distinct responsibilities (e.g., general administration, STEM, management/leadership, support).

Career Track Levels: Career track levels provide a system of hierarchical layers and organizational structure within and across career tracks. Career levels are used to understand and define levels within a career track based on a set of leveling factors such as knowledge, complexity, and impact. Career levels are defined consistently across A/P faculty positions at Virginia Tech and apply to all functional areas (e.g., general administration, G1-G5; STEM T1-T5; manager, M1-M3).

Complexity: The extent to which the tasks are multi-faceted, mentally demanding, and challenging to perform.

Experience: The amount of time, practice, involvement, and understanding an individual must have to perform the key functions of the role.

Functional Differentials: Market ranges within a Salary Structure with further division of the appropriate pay ranges for certain functions.

Job Architecture: Provides a structural base to create consistency and a better understanding of the roles and their purpose at Virginia Tech. It is a standardized framework to classify jobs based on the nature of the work they do and the level at which the work is completed. A job architecture provides visibility into how jobs are organized, and typically reflects both industry market practice as well as the internal needs and characteristics of the organization but is independent of organizational reporting structure.

Job Catalog: A catalog of jobs available within an organization.

Job Classification: The process of evaluating and reviewing jobs based on an objective analysis of their duties, knowledge, skills, and industry or field, and then assigning it to an organization's job architecture.

Job Mapping: The process of mapping individual positions to the right place within the organization's job architecture. For Virginia Tech, this step occurred during the design phase of the job architecture project.

Job Profile: A unique combination of a job function, sub-function, discipline (if applicable), and career track and level forms a job profile. Each job profile has a system title used to describe the job within the job architecture. It outlines the nature of the work and the level at which the work is being performed. Job profiles create a foundation for compensation analysis, pay equity, and career path planning.

Knowledge: The amount of familiarity, awareness, and understanding of impact that an individual must have in order to make effective changes within the scope of responsibility.

Market range: The range of salaries in the external job market for a specific position.

Market reference range: Established target rates of pay for specific jobs. Each salary range has three market reference ranges under it. Only positions that have had a completed market evaluation have an assigned market reference range.

Pay Equity: Compensating employees equally when they perform substantially similar work or job duties, while accounting for education, experience, and job-related performance under similar working conditions. Factors such as age, race, creed, national origin, sexual orientation, military status, sex, disability, genetic predisposition or carrier status, marital status, or other factors prohibited by law, may not be considered in pay decisions.

Pay Philosophy: A formal statement defining the guiding principles of an organization's position on employee compensation. It explains the rationale behind employee pay and creates a framework for consistent pay. It should align with the organization's values, business strategy, and culture.

Pay Structure: An assigned salary structure is based on the employee's career framework and provides a market framework to determine how employees are paid.

Position Description: A description of a specific job as it relates to an employee. It includes an individual position's purpose, duties, responsibilities, and the qualifications and skills required. It also includes a list of common tasks, physical requirements, and reporting relationships. These are used for several purposes, including recruitment and performance evaluation. A position description is more detailed than a job profile and is customized by the hiring manager or department.

Salary Range: A broad span between the minimum and maximum base salary recommended for positions based on their career track level and discipline. Each salary grade has a salary range that includes a minimum and a maximum. A job is paid between the minimum and maximum of its salary grade.

Salary Structure: An assigned salary structure is based on the employee's career framework and provides a market framework to determine how employees are paid.

Scope of Impact: For a position to have a scope of impact that is universitywide, the decisions made under the purview of the position's duties must routinely have direct impact on operations across the university. This goes beyond positions that have responsibilities that cross department, college, or senior management area boundaries.

Supervisory Responsibility: For a position to be considered supervisory, it must have administrative responsibilities over subordinate positions to include recommendations for hiring and termination, writing evaluations, disciplinary actions, day-to-day oversight as well as long-term goal setting and accountability for the performance and productivity of the employees. Oversight of wage employees, students, contractors, graduate assistants, and volunteers is not considered supervision under this leveling methodology. This is consistent with the Department of Labor's definition of a supervisor.

System Title (Classification Title): The title assigned to a job profile that typically reflects the function, sub-function, and discipline as well as the career track and level of the job. Each system title is tied to internal data and external market data and is the basis for career maps. The system title will be considered the title of record within the university's information management systems. It is distinct from an employee's working title. System title will be called "classification title" in Virginia Tech's HR systems.

System Titling Convention: A protocol that creates common system titles based upon key components of a job profile. Consistent titling supports the organization's ability to accurately identify and assess jobs for similarity in function, career track, and career track level. It is a key factor in supporting current and prospective employee identification of career paths and job opportunities.

Working Title: Allows additional flexibility for what positions are called. With leadership and departmental HR approval, these titles can be used for employee business cards, email signatures, and internal/external communications. They can also be referenced on job postings (along with the system title) and on organizational charts. Managers and departmental HR representatives will determine the appropriate working titles for their team members. Working titles are not managed or administered by the Division of Human Resources.

Job Architecture Framework Definitions

Function: A collection of jobs recognizable across industries and companies. Each has a distinct purpose in service of the organization (e.g., Finance).

Sub-function: A subset of a function. A group of jobs having the same nature of work. May be specific to internal needs or commonly found in external market (e.g., Payroll).

Discipline: A subset of a sub-function. A group of jobs having the same nature of work. A series of jobs whose required skills, qualifications, impact, and compensation increase sequentially.

Job Architecture

Function: A collection of jobs recognizable across an organization and industry sectors – each having a distinct purpose in services of the organization (e.g., Information Technology)

Sub-function: A subset of jobs with a distinct purpose within a function that usually requires a distinct body of knowledge (e.g., Data Management)

Discipline: A group of jobs having the same nature of work; may be specific to internal needs or commonly found in external market (e.g., Database Administration)

Job Architecture: The structure formed by the function>sub-function>discipline combinations available for classification (for example, the addition or removal of a function, subfunction or discipline). Below is the job architecture for Advancement, one of Virginia Tech’s 16 functions.

Function	Sub-function	Discipline
Advancement	Advancement	Advancement
	Advancement Services	Gift Accounting/Processing
		Prospect Development
		Stewardship
	Engagement/Alumni Relations	Alumni/Student Engagement
		Corporate Engagement
	Fundraising	Annual Giving/Digital Giving
		Leadership Gifts
		Major Gifts
		Principal Gifts
		Principal Partnerships

Career Track Definitions

Career Tracks

The basic career infrastructure, which defines if a role is within the Academic Administration, Clinical, General Administration, Development, Management/Leadership or Technical/STEM track.

Career Track Levels

Denoted by their career track (e.g., “G” for General Administration, “A” for Academic Administration, etc.) and provide a system of hierarchical layers and organizational structure for roles across career tracks (e.g., G1, G2, G3, G4, G5).

Following is an overview of all career tracks for A/P faculty roles at Virginia Tech.

General Administration	Academic Administration	Technical/STEM	Development	Clinical	Management/Leadership
Individual contributor roles that are in administrative/professional non-student facing functions.	Individual contributor roles that are student facing or academic in nature.	Technical individual contributor roles, including technology and research.	Individual contributor roles that are focused on fundraising for the organization.	Individual contributor roles that are focused on health care and clinical services for the organization.	Managers are responsible for the achievement of people. Executives are accountable for the execution of business strategies and organizational results.
					E3
G5: Expert Professional	A5: Expert Academic Admin	T5: Expert Technical	D5: Expert Development	C5: Advanced Clinical	E2
G4: Advanced Professional	A4: Advanced Academic Admin	T4: Advanced Technical	D4: Advanced Development	C4: Advanced Clinical	E1
G3: Senior Professional	A3: Senior Academic Admin	T3: Senior Technical	D3: Senior Development	C3: Senior Clinical	M3
G2: Intermed. Professional	A2: Intermed. Academic Admin	T2: Intermed. Technical	D2: Intermed. Development	C2: Intermed. Clinical	M2
G1: Entry Professional	A1: Entry Academic Admin	T1: Entry Technical	D1: Entry Development	C1: Entry Clinical	M1

Individual Contributor

In an individual contributor role, the position's work is primarily achieved through individual efforts or by participating as part of a team. Individual contributors may:

- Coordinate, influence, or review the work of others.
- Be the authority on a given program or process.
- Lead teams.

A range of knowledge, complexity, autonomy, and impact may be needed to achieve results at certain levels. Individual contributor roles are reflected in the Academic Administration, Development, General Administration, Technical/STEM, and C1-C4 of the Clinical tracks. Following are levels for individual contributor roles:

- **Expert:** These positions require the most advanced experience, certification, and education. These positions display leadership, expertise, and have responsibilities that routinely have universitywide scope of impact.
- **Advanced:** These positions require an elevated level of experience and education, act independently, and provide team leadership and mentorship.
- **Senior:** These positions require experience, act independently, and may provide some team leadership.
- **Intermediate:** These positions may require some experience and are considered fully performing professionals.
- **Entry:** These positions are not equivalent to support positions. Rather, these are professional roles which require limited experience when considering industry or field standards. Positions considered developmental level A/P faculty should be mapped to this level.

Management/Leadership Track

Managers are responsible for the production and achievement of people. Executives are accountable for the execution of business strategies and organizational results. Following are more detailed definitions of manager and executive:

- **Manager:** The position's work is achieved through the direction of others. Managers have direct accountability for setting goals and using resources. They are responsible for administrative oversight of individuals, including conducting recommendations for hiring and termination, writing evaluations, disciplinary actions, day-to-day oversight as well as long-term goal setting and accountability for the performance and productivity of the employees. Managerial positions are reflected in the M1-M3 career track levels in the management/leadership track.
- **Executive:** The position's work is achieved through the strategic direction of the organization as a whole. Executives have direct accountability for setting strategic goals and using resources. They are responsible for administrative oversight of a senior management area or other business unit with a universitywide scope of impact. These positions contribute to the highest-level panels and teams. The decisions made under the purview of the executive position's duties must routinely have direct impact on success across the university and impact the overall development of the university. Executive positions are reflected in the E1-E3 career track levels in the management/leadership track.

See page 37 for more information and detail on the career track and levels.

Definitions of Job Architectures

Function	Sub-Functions	Disciplines
Advancement	Advancement	Advancement
	Advancement Services	Gift Accounting/Processing
		Prospect Development
		Stewardship
	Engagement/Alumni Relations	Alumni/Student Engagement
		Corporate Engagement
	Fundraising	Annual Giving/Digital Giving
		Leadership Gifts
		Major Gifts
		Principal Gifts
		Principal Partnerships
Agriculture and Life Sciences	Agriculture and Life Sciences	Agriculture and Life Sciences
	Animal and Poultry Sciences	
	Entomology	
	Extension	
	Food Sciences and Technology	
	Plant and Environmental Sciences	
	Veterinary Sciences	
Athletics	Athletics Operations	Athletics Operations
		Equipment and Maintenance
		Nutrition
	Student Athlete Services	Athlete Engagement
		Athletic Training
		Prospect Recruitment
		Skill Acquisition and Analytics
Business Ops and Admin	Business Ops and Admin	Business Ops and Admin
	Data Analytics	
	Grant and Contract Management	Pre-Award
		Post-Award
		Sponsored Agreement Management
		Sponsored Financial Management
	International Affairs	
	Operations	
	Special Events	
	Strategic Planning	
	Strategic Alliances	Community Engagement
Campus Operations	Campus Operations	Campus Operations
	Campus Planning	Campus Planning
		Space Planning
		Sustainability

	Construction	
	Environmental Health and Safety	
	Facilities	Engineering Services
		Facilities Management
	Public Safety	Emergency Management
		Police
	Transportation	Air Transportation
		Campus Transportation
Communications and Marketing	Communications and Marketing	Communications and Marketing
	Communications	Media Relations
		New Media
	Content Development	Photography and Illustration
		Video and Animation
		Writing and Editorial
	Marketing	Branding
		Digital Marketing and Media
Faculty Administration	Faculty Administration	Faculty Administration
	Faculty Development	
	Faculty Support	
Finance	Finance	Finance
	Accounting	
	Budgeting	
	Financial Planning and Analysis	
	Procurement	
	Treasury	
Human Resources	Human Resources	Human Resources
	Benefits	
	Compensation	
	Employee Relations	
	Organizational Development	
	Recruiting and Retention	
	Training and Development	
Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity
Information Technology	Information Technology	Information Technology
	Data Management	Business Intelligence
		Database Administration
		Database Architecture
	Development and Operations	Application Development
		System Development
		Cloud Development
		Quality Assurance
		Systems Development
		Testing
	Enterprise Architecture	Domain Architecture

		Enterprise Architecture
		Solutions Architecture
	Information Security	Cyber Threats
		Digital Forensics
		Incident Reports
		IT Security
		IT Security Access
	IT Business Systems	
	IT Learning and Training	Educational Technology
		Instructional Design
	IT Service Management	IT Service Management
		IT Business Relationships
	IT Support	Classroom Support
		Desktop Support
		Help Desk
	Network and Telecommunication Services	Network Administration
		Network Architecture
		Network Engineering
	Research Computing	Computational Science
	User Interface Design	Mobile Application Design
	Web Development and Design	
Legal and Compliance	Legal and Compliance	Legal and Compliance
	Audit Services	
	Patent and Licensing	
	Compliance Services	
	Equity and Accessibility	Affirmative Action
		Investigations
	Legal Services	
Library Services	Library Services	Library Services
	Archives	
	Collections	
	Digitization	
	Exhibitions	
Project/Program Management	Program Management	
	Project Management	
Research	Research	Research
	Contracts and Licensing	Federal and Non-Federal Contracts
		Sub-Award Contracts
Student Services	Student Services	Student Services
	Academic Affairs	
	Enrollment Services	Admissions
		Registrar
		Student Financial Services
	Health Care Services	Clinical Services
		Counseling and Mental Health

		Health Education and Outreach
	Residence Life and Housing	Housing and Dining Administration
		Residence Life
	Student Advising	Academic Advising
		Career Advising
	Student Affairs	Student Affairs
		Military Affairs
	Student Success	

Advancement (ADV)

Develops and administers processes to support alumni relations, annual and major giving, and stewardship. Participates in the management and execution of activities to advance donor fundraising potential.

Function	Sub-Function	Discipline
Advancement	Advancement	Advancement

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Function	Sub-Function	Discipline
Advancement	Advancement Services	Advancement Services
Advancement	Advancement Services	Gift Accounting/Processing
Advancement	Advancement Services	Prospect Development
Advancement	Advancement Services	Stewardship

Advancement Services executes advancement activities including gathering, organizing, managing, and disseminating data and information to facilitate fundraising and engagement and inform organizational strategy.

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Gift Accounting/Processing tracks, processes and accurately accounts for contributions of money or property from a donor to the university.

Prospect Development provides prospect research, prospecting, analytics, and business intelligence insights to enhance fundraising and the philanthropic strategy at the university. Typical functions include research, prospecting, prospect management, data and analytics, portfolio management, and strategic fundraising consulting using information and insights, etc.

Stewardship supports the stewardship program of the university. Develops, implements, and supports the internal policy and process for stewarding donors for life, ensuring funds are used for purposes designated by donors. Creates and participates in new and innovative ways to build meaningful relationships with donors.

Function	Sub-Function	Discipline
Advancement	Engagement/Alumni Relations	Engagement/Alumni Relations
Advancement	Engagement/Alumni Relations	Alumni/Student Engagement
Advancement	Engagement/Alumni Relations	Corporate Engagement

Engagement/Alumni Relations is responsible for the strategy, planning, and execution of events, volunteer activities and partnerships with alumni clubs and/or corporations to further the mission of the university.

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Alumni/Student Engagement is responsible for the strategy, planning and execution of alumni events, volunteer activities and partnerships with alumni clubs and societies. Engages and supports alumni governance bodies including boards and councils. Develops, conducts, and promotes alumni programs and services to constituents

including reunions, travel and tours, speakers, and general activities to enhance involvement opportunities across the alumni network.

Corporate Engagement initiates, cultivates, and expands corporate relationships to further the mission of the university, enhance public visibility, and achieve other objectives including placement opportunities for students, joint development activities, corporate philanthropy, sponsored research, affinity, and technology transfer.

Function	Sub-Function	Discipline
Advancement	Fundraising	Fundraising
Advancement	Fundraising	Annual Giving/Digital Giving
Advancement	Fundraising	Leadership Gifts
Advancement	Fundraising	Major Gifts
Advancement	Fundraising	Principal Gifts
Advancement	Fundraising	Principal Partnerships

Fundraising solicits donations and funds from individuals and businesses to support the university.

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Annual Giving/Digital Giving secures annual gift donations to the university. Duties may include identifying, acquiring, and prioritizing donor prospects. Solicits donors through multiple channels including mail, email, crowdfunding, and telephone. Works with a portfolio of assigned donor prospects to establish, cultivate, and solicit ongoing relationships.

Leadership Gifts identify, cultivate, solicit, and steward leadership gifts from critical, high-profile prospects/donors. Designs and implements strategic fundraising plans through collaboration for academic units, regional campuses, and complex markets. Typically manages a portfolio of approximately 250 prospects and gift solicitations of less than \$100,000.

Major Gifts identify, cultivate, solicit, and steward major gifts from critical, high-profile prospects/donors. Designs and implements strategic fundraising plans through collaboration for academic units, regional campuses, and complex markets. Typically manages a portfolio of approximately 100 prospects and gift solicitations of \$100,000 to \$5,000,000.

Principal Gifts identify, cultivate, solicit, and steward principal gifts from donors with the institution's highest profile, inclination, and capacity. Designs and implements strategic fundraising plans through collaboration for academic units, regional campuses, and complex markets. Typically manages a portfolio of approximately 30 prospects and gift solicitations greater than \$5,000,000.

Principal Partnerships develops partnerships with individuals, groups, and companies to encourage additional gifts to the university.

Agriculture and Life Sciences (AGR)

Agriculture and Life Sciences manages programs, facilities, and sites devoted to improving soil, crop, plant, animal, and environmental resources. Operations include farms, arboretums, greenhouses, branch facilities, forests, gardens, and related areas. Supports education, research, and community programs.

Function	Sub-Function	Discipline
Agriculture and Life Sciences	Agriculture and Life Sciences	Agriculture and Life Sciences
Agriculture and Life Sciences	Animal and Poultry Sciences	Animal and Poultry Sciences
Agriculture and Life Sciences	Entomology	Entomology
Agriculture and Life Sciences	Extension	Extension

Agriculture and Life Sciences	Food Sciences and Technology	Food Sciences and Technology
Agriculture and Life Sciences	Plant and Environmental Sciences	Plant and Environmental Sciences
Agriculture and Life Sciences	Veterinary Sciences	Veterinary Sciences

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Animal and Poultry Sciences provides broad science-based education tailored to meet student and community needs and career goals. Animal and Poultry Sciences provides research in livestock, poultry, equine, companion animals, laboratory animals, agribusiness, research, and teaching.

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Entomology studies insects and their relationships to humans, the environment, and other organisms. Provides state-of-the-art research on insects, their integral roles in ecosystems, and their effective management to support human health, local and global economies, and sustainable food and water supplies.

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Extension provides leadership in determining, implementing, and evaluating educational programs which are designed to solve social, economic, and environmental problems in agriculture and natural resources. The agent is an educator, an information provider, a needs assessor, a problem-solving resource for clientele, and networks with the agricultural industry, specialists, extension agents, and agency representatives.

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Food Sciences and Technology uses chemistry, biology, engineering, and creativity to produce healthy food that is sustainable, safe, and nutritious. Food Sciences and Technology performs research, develops innovative new products and markets to the world, and promotes health while finding sustainable solutions to feed the world's growing population.

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Plant and Environmental Sciences protects our environment and develops new agricultural practices as our world continues to change. Plant and Environmental Sciences provides research in plant biology, soil science, ecology, applied genetics, and biotechnology.

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Veterinary Sciences is responsible for day-to-day operations of a clinical veterinary teaching hospital. Responsible for activities within the clinical veterinary care unit including the delivery of veterinary care for animals. Supports teaching and excellent patient care. May participate in animal care including assisting in surgery and pre-and post-operative care.

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Athletics (ATH)

Provides a key aspect of the university experience for students and student-athletes. Positions provide coaching; compliance; sports medicine; coordination of operations, equipment, and facilities; conditioning and athletic training; and specialized administration of athletic programs and services.

Function	Sub-Function	Discipline
Athletics	Athletics	Athletics

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Function	Sub-Function	Discipline
Athletics	Athletics Operations	Athletics Operations
Athletics	Athletics Operations	Equipment and Maintenance
Athletics	Athletics Operations	Nutrition

Athletics Operations provides support and operational responsibilities including managing events, ticket operations, travel, and equipment operations.

Athletics Operations provides support and operational responsibilities including managing events, ticket operations, travel, and equipment operations.

Equipment Maintenance is responsible for athletic equipment and facilities. Tasks may include keeping equipment inventory records, providing athletic uniform laundry service, monitoring equipment conditions, repairing equipment, and purchasing new equipment.

Nutrition plans, develops, and educates regarding athlete nutrition and health, to positively affect health with a focus on research-based decision making on dietary planning.

Function	Sub-Function	Discipline
Athletics	Student Athlete Services	Student Athlete Services
Athletics	Student Athlete Services	Athlete Engagement
Athletics	Student Athlete Services	Athletic Training
Athletics	Student Athlete Services	Prospect Recruitment
Athletics	Student Athlete Services	Skill Acquisition and Analytics

Student Athlete Services supports student athletes, coaches, and others who work closely with student athletes. Duties will also include the management of programs that support student athletes.

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Athlete Engagement provides opportunities for student athletes to engage in communities and participate in service projects.

Athletic Training prevents, examines, diagnoses, and treats muscle and bone injuries on athletes. Athletic trainers provide emergency care, diagnosis, and injury recovery and rehabilitation.

Prospect Recruitment is the process through which college coaches increase their roster of prospective student athletes each off-season.

Skill Acquisition and Analytics is the analysis of sports data, including components of sports such as player performance, business operations, and recruitment. The data offers an advantage to both individuals and teams participating in a competition and sports enterprises. Skill analytics uses the application of mathematical and statistical rules to sports.

Business Ops and Admin (BUS)

Responsible for the strategic planning, analysis, and ongoing operations of colleges and units. Reporting and analytics support is provided to inform strategic planning and business operations; project management support is provided as a means of executing on the strategic plan.

Function	Sub-Function	Discipline
Business Ops and Admin	Business Ops and Admin	Business Ops and Admin

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Function	Sub-Function	Discipline
Business Ops and Admin	Data Analytics	Data Analytics

Data Analytics interprets, analyzes, collects and organizes data using statistical methods in order to develop reports and analysis to support projects.

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Function	Sub-Function	Discipline
Business Ops and Admin	Grant and Contract Management	Grant and Contract Management
Business Ops and Admin	Grant and Contract Management	Pre-Award
Business Ops and Admin	Grant and Contract Management	Post-Award
Business Ops and Admin	Grant and Contract Management	Sponsored Agreement Management
Business Ops and Admin	Grant and Contract Management	Sponsored Financial Management

Grant and Contract Management administers the legal and financial agreements.

Grant and Contract Management administers the legal and financial agreements.

Pre-Award constitutes anything related to grant management prior to the award being received. Pre-award activities typically include finding funding, budget creation, filling out proposal forms, submitting proposal forms, award negotiation and acceptance, and compliance consideration.

Post-Award constitutes anything related to grant management after the award has already been received. Post-award activities typically include award and account setup, modifications, financial monitoring, reporting, and billing, project reporting, and project close-out.

Sponsored Agreement Management is responsible for grants, contracts, subcontracts, and other agreements between a sponsor and the university for the purpose of conducting research, instruction, training, and other activities at the university, or funding the compensation of university staff.

Sponsored Financial Management is responsible for working closely with faculty and departments to ensure financial compliance and proper accounting of externally sponsored funds. Responsibilities include financial reporting, cost transfer reviews, award closeouts, cash management, effort reporting, audits, and reviews.

Function	Sub-Function	Discipline
Business Ops and Admin	Operations	Operations

Operations is responsible for cross-functional management and administration of an organization's resources, including but not limited to finance, processes and operations, human capital, facilities, equipment, systems, and communication. Conducts the daily operations of an organizational or academic unit, which may include budgeting, forecasting, and financial modeling. Business operations professionals gather and analyze data to construct key performance indicators to monitor and improve performance and reinforce strategic decision making.

Operations is responsible for cross-functional management and administration of an organization's resources, including but not limited to finance, processes and operations, human capital, facilities, equipment, systems, and communication. Conducts the daily operations of an organizational or academic unit which may include budgeting, forecasting, and financial modeling. Business operations professionals gather and analyze data to construct key performance indicators to monitor and improve performance and reinforce strategic decision making.

Function	Sub-Function	Discipline
Business Ops and Admin	International Affairs	International Affairs

International Affairs is responsible for serving the university's international community and international program, providing interpretation, and counseling to international students, employees and campus partners on visas and immigration laws, governmental regulations affecting immigration, social security, consular processing, and other international program procedures and processes as well as statutory and regulatory rules to ensure compliance. May advise and provide counseling to students and others on matters pertaining to cross-cultural adjustment, language services, academic, and financial concerns.

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Function	Sub-Function	Discipline
Business Ops and Admin	Special Events	Special Events

Special Events plans, coordinates, and executes special events in support of the university's goals including a range of customized experiences strategically designed to enhance engagement and build community.

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Function	Sub-Function	Discipline
Business Ops and Admin	Strategic Alliances	Strategic Alliances
Business Ops and Admin	Strategic Alliances	Community Engagement

Strategic Alliances is responsible for enhancing organizational growth and sustainability through the arrangement of relationships with external organizations to undertake a mutually beneficial project while each still retains its independence.

Strategic Alliances is responsible for enhancing organizational growth and sustainability through the arrangement of relationships with external organizations to undertake a mutually beneficial project while each still retains its independence.

Community Engagement works collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people in order to bring about environmental and behavioral changes that will improve the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.

Function	Sub-Function	Discipline
Business Ops and Admin	Strategic Planning	Strategic Planning

Strategic Planning enhances organizational growth and sustainability through strategic investments in services provided to students, employees, and other stakeholders. May recommend investments in equipment, facilities, or human capital. Strategic planners understand and shape the organization's strategy and mission and support leaders in facilitating associated communications and processes.

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Campus Operations (CAM)

Ensures that the university’s physical spaces and resources serve and inspire those who learn, work, and visit Virginia Tech. Manages planning, design, installation, and construction services. Operates and maintains the university’s physical environment and real estate as well as oversees university safety, security, and transportation programs. Manages, assesses, and implements the university’s emergency management program.

Function	Sub-Function	Discipline
Campus Operations	Campus Operations	Campus Operations

Campus Operations ensures that the university’s physical spaces and resources serve and inspire those who learn, work, and visit Virginia Tech. Manages planning, design, installation, and construction services. Operates and maintains the university’s physical environment and real estate as well as oversees university safety, security, and transportation programs. Manages, assesses, and implements the university’s emergency management program.

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Function	Sub-Function	Discipline
Campus Operations	Campus Planning	Campus Planning
Campus Operations	Campus Planning	Space Planning
Campus Operations	Campus Planning	Sustainability

Campus Planning defines the land use, urban design, open space, density, and circulation networks as a comprehensive and planned system. Develop planning and urban design guidelines, evaluate land use and siting decisions, establish parameters for campus development sites.,

Campus Planning defines the land use, urban design, open space, density, and circulation networks as a comprehensive and planned system. Develop planning and urban design guidelines, evaluate land use and siting decisions, establish parameters for campus development sites.

Space Planning provides space management services to ensure space assignments are aligned with user needs. Work with occupants to understand and articulate their business program, activities, space needs, and functional requirements. Space planning and analysis can include fit studies, occupancy and utilization reviews, and identification of options to optimize the use of certain types of spaces or locations.

Sustainability plans, develops, implements, and maintains sustainability programs and projects, which enable the organization to balance economic, environmental, and social considerations across broad time horizons, physical spaces, and populations. Types of projects include energy use reduction, energy cost savings, waste management, recycling, building improvements and enhancements.

Function	Sub-Function	Discipline
Campus Operations	Construction	Construction

Construction manages and coordinates residential, commercial, or industrial building/renovation projects from conceptual development through completion. Creates assignments, timetables, and assigns responsibilities for team members. Selects and manages contractors or sub-contractors to complete specific pieces of the project.

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Function	Sub-Function	Discipline
Campus Operations	Environmental Health and Safety	Environmental Health and Safety

Environmental Health and Safety identifies and assesses risks to the health and safety of people in the workplace and the community. Recommends, develops, and administers effective programs to protect occupational health, environmental health, and physical assets of the university. Safely manages hazardous materials, radiation, and biosafety, and minimizes the impact of university operations on natural resources and public health.

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Function	Sub-Function	Discipline
Campus Operations	Facilities	Facilities
Campus Operations	Facilities	Engineering Services
Campus Operations	Facilities	Facilities Management

Facilities coordinates multiple disciplines to ensure optimal operation and maintenance of the buildings, grounds, and facilities of the institution. Responsibilities typically span across construction, remodeling, renovation, and maintenance.

Facilities coordinates multiple disciplines to ensure optimal operation and maintenance of the buildings, grounds, and facilities of the institution. Responsibilities typically span across construction, remodeling, renovation, and maintenance.

Engineering Services provides technical support for mechanical and electrical building and infrastructure systems and equipment. May design mechanical and electrical engineering systems, size and specify equipment, prepare engineering calculations and studies, create design documents, and certify them for construction.

Facilities Management is responsible for coordinating multiple disciplines to ensure optimal operation and maintenance of the buildings, grounds, and facilities of the institution. Responsibilities typically span across construction, remodeling, renovation, and maintenance. Duties may require the incumbent to estimate cost of projects, write contracts, negotiate, and secure bids from contractors, and determine labor, materials, and equipment needed to complete projects.

Function	Sub-Function	Discipline
Campus Operations	Public Safety	Public Safety
Campus Operations	Public Safety	Emergency Management
Campus Operations	Public Safety	Police

Public Safety develops emergency and business continuity plans for all hazards. Works in collaboration with internal and external partners through planning, preparing, responding, and recovering for and from natural and human-made disasters. Identify points of threats and vulnerability and develop plans and training to reduce risk.

Public Safety develops emergency and business continuity plans for all hazards. Works in collaboration with internal and external partners through planning, preparing, responding, and recovering for and from natural and human-made disasters. Identify points of threats and vulnerability and develop plans and training to reduce risk.

Emergency Management continuously furthers the Virginia Tech community’s capability to plan for, mitigate against, respond to, and recover from potential incidents or emergencies.

Police is directly responsible for coordinating the activities and administration of the university police force.

Function	Sub-Function	Discipline
Campus Operations	Transportation	Transportation
Campus Operations	Transportation	Air Transportation
Campus Operations	Transportation	Campus Transportation

Transportation is responsible for day-to-day operation and management of integrated campus transportation systems and air transportation services.

Transportation is responsible for day-to-day operation and management of integrated campus transportation systems and air transportation services.

Air Transportation is responsible for day-to-day operation and management of air transportation systems, services, and infrastructure. Responsible for flight scheduling, aircraft maintenance, and piloting aircraft to appropriate destinations.

Campus Transportation is responsible for day-to-day operation and management of integrated campus transportation systems, services, and infrastructure. May manage, operate and maintain parking ramps, garages, surface parking, streets, sidewalks and plazas. Responsible for parking, transit, paratransit, bicycle, pedestrian and sustainable/alternative transportation programs.

Communications and Marketing (COM)

Responsible for communications and marketing strategy and management. Partners with colleges and business units to provide creative solutions and consultation in the effective execution of communications and market initiatives for stakeholders including current and potential students, alumni, employees, media, and others.

Function	Sub-Function	Discipline
Communications and Marketing	Communications and Marketing	Communications and Marketing

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Function	Sub-Function	Discipline
Communications and Marketing	Communications	Communications
Communications and Marketing	Communications	Media Relations
Communications and Marketing	Communications	New Media

Communications is responsible for communications strategy and management. Partners with colleges and business units to provide creative solutions and consultation in the effective execution of communications initiatives for stakeholders including current and potential students, employees, media and others.

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Media Relations focuses on communication with the media and the general public to protect and promote the reputation of the university, including active issue management. Creates and distributes public communications such as media releases, speeches, newsletters, and social media. May prepare leaders for media interviews and responds to inquiries from the public, the press, and other stakeholders.

New Media plans and builds a social media presence to amplify key messages, promote brand and impact awareness, drive traffic to social media pages, and encourage students and stakeholders to engage with the institution’s social networks. Monitors and supports issues management.

Function	Sub-Function	Discipline
Communications and Marketing	Content Development	Content Development
Communications and Marketing	Content Development	Photography and Illustration
Communications and Marketing	Content Development	Video and Animation
Communications and Marketing	Content Development	Writing and Editorial

Content Development facilitates the development of informative, engaging, and strategy-based content across teams, using a combination of creative skills and strategic thinking with the goal of driving engagement with audiences in alignment with the university's brand and organizational objectives.

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Photography and Illustration designs and creates photography, illustration, and marketing communication materials that consistently reflect, identify, drive, and communicate messages and initiatives in alignment with brand strategy and organizational objectives.

Video and Animation designs and creates video, animation, and marketing communication materials that consistently reflect, identify, drive, and communicate messages and initiatives in alignment with brand strategy and organizational objectives.

Writing and Editorial collects, prepares, and arranges materials and content for publication. Validates outlines, story content, and written content to ensure it meets requirements and brand standards. Writes communications, publications and reports (e.g., briefing materials, talking points, speeches, scripts, press releases, website material and documents for publication).

Function	Sub-Function	Discipline
Communications and Marketing	Marketing	Marketing
Communications and Marketing	Marketing	Branding
Communications and Marketing	Marketing	Digital Marketing and Media

Marketing is responsible for marketing strategy and management, partnering with colleges and business units to provide creative solutions and consultation in the effective execution of marketing initiatives for stakeholders including current and potential students, employees, media, and others.

Marketing is responsible for marketing strategy and management, partnering with colleges and business units to provide creative solutions and consultation in the effective execution of marketing initiatives for stakeholders including current and potential students, employees, media, and others.

Branding designs and develops brand standards, and managing branding and licensing programs to promote the brand strategy and organizational objectives.

Digital Marketing and Media markets products or services using digital technologies on the Internet, through mobile phone applications, via email, display advertising, and any other digital channels to increase exposure to a target audience. Products might include content for customer stories, internal videos, photography, film footage, dialog, sound effects, external promotions, social videos, podcasts, vlogs, product marketing, and recruiting, training, live events and other projects.

Faculty Administration (FAC)

Supports and manages a broad range of academic processes, including curriculum development, evaluating and supporting instructional quality, and assessing the performance and advancement of faculty.

Function	Sub-Function	Discipline
Faculty Administration	Faculty Administration	Faculty Administration
Faculty Administration	Faculty Development	Faculty Development
Faculty Administration	Faculty Support	Faculty Support

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Faculty Development supports and manages academic processes, including activities and programs designed to improve instruction, and the overall learning experience for students. Faculty Development includes understanding student performance measurables both in and out of the classroom, leading to faculty and departments seeking ways to better inform their teaching practices.

Faculty Development supports and manages academic processes, including activities and programs designed to improve instruction, and the overall learning experience for students. Faculty Development includes understanding student performance measurables both in and out of the classroom, leading to faculty and departments seeking ways to better inform their teaching practices.

Faculty Support supports and manages academic processes, including strategies employed to provide faculty with knowledge, skills, abilities, and infrastructure to effectively facilitate student success. This includes resources such as staff, training, budgetary resources, equipment, and software provided to faculty to support teaching, learning, research, and assessment

Faculty Support supports and manages academic processes, including strategies employed to provide faculty with knowledge, skills, abilities and infrastructure to effectively facilitate student success. This includes resources such as staff, training, budgetary resources, equipment, and software provided to faculty to support teaching, learning, research, and assessment.

Finance (FIN)

Responsible for the financial activities of the university, from transaction processing to complex financial analysis and strategic planning. This typically includes accounting, budgeting, financial forecasting and analysis, tax analysis and compliance, billing and collections, investment management, cash and debt management, and insurance.

Function	Sub-Function	Discipline
Finance	Finance	Finance
Finance	Accounting	Accounting
Finance	Budgeting	Budgeting
Finance	Financial Planning and Analysis	Financial Planning and Analysis
Finance	Procurement	Procurement
Finance	Treasury	Treasury

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Finance is responsible for the financial activities of the university, from transaction processing to complex financial analysis and strategic planning. This typically includes accounting, budgeting, financial forecasting and analysis, tax analysis and compliance, billing and collections, investment management, cash and debt management, and insurance.

Accounting properly records the organization's financial transactions, assets, liabilities, revenue, and expenses in accordance with generally accepted accounting principles (GAAP). Maintains and reconciles general ledger accounts. Significant emphasis on creation of financial statements such as balance sheets, income statements, and cash flows with the corresponding supporting schedules. Provides financial and operational reports and analytics and may act as subject matter expert for system implementations.

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Budgeting prepares, plans, compiles, and reviews the budgets for university departments, taking into consideration actual performance, previous expenditures, and estimated expenses and income. Prepares reports for the comparison between the current situation and budgeted forecast. Maintains accurate spending records and establishes measures for budgetary control. Analyzes budget requirements for specific projects or departments encompassing short-term or long-term time periods.

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Financial Planning and Analysis analyzes and forecasts financial, economic, and other data to provide accurate and timely information for strategic and operational decisions. Analyzes the financial implications of proposed investments or other transactions so that senior managers can evaluate alternatives against business objectives. Evaluates industry, economic, financial, and market trends to forecast short, medium, and long-term financial position. Data analyzed may include revenues, expenses, costs, prices, investments, cash flow, labor market trends, inflation, interest rates, and exchange rates.

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Evaluates industry, economic, financial, and market trends to forecast short, medium and long-term financial position. Data analyzed may include revenues, expenses, costs, prices, investments, cash flow, labor market trends, inflation, interest rates, and exchange rates.

Procurement is responsible for the procurement of supplies, services and equipment. Coordinates all aspects of procurement, including reviewing and processing of purchase orders, invoices and payments, working with vendors to resolve problems, serving as a liaison with central units, and following up on the processing of procurement cards. Serves as an advisor to faculty and staff for policy interpretation and assistance with procuring goods and services in a timely manner.

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Treasury performs treasury operations involving cash funds, foreign exchange, debt, and capital management. Analyzes the organization's revenues, liabilities, credit conditions, and other financial indicators to forecast the organization's short, medium, and long-term cash flow position. Research financial institution products, investment options, funding sources, and financial instruments so that senior management has accurate and timely information for evaluating alternatives.

Treasury performs treasury operations involving cash funds, foreign exchange, debt, and capital management. Analyzes the organization's revenues, liabilities, credit conditions, and other financial indicators to forecast the organization's short, medium, and long-term cash flow position. Research financial institution products, investment options, funding sources, and financial instruments so that senior management has accurate and timely information for evaluating alternatives.

Human Resources (HUM)

Designs and implements human resources programs and provides consultation to management on appropriate practices for recruitment and staffing, compensation, benefits, employee and labor relations, professional and organizational development, HR information systems, and other workplace aspects that impact the university's employees.

Function	Sub-Function	Discipline
Human Resources	Human Resources	Human Resources
Human Resources	Benefits	Benefits
Human Resources	Compensation	Compensation
Human Resources	Employee Relations	Employee Relations
Human Resources	Organizational Development	Organizational Development
Human Resources	Recruiting and Retention	Recruiting and Retention
Human Resources	Training and Development	Training and Development

Human Resources designs and implements human resources programs and provides consultation to management on appropriate practices for recruitment and staffing, compensation, benefits, employee and labor relations, professional and organizational development, HR information systems, and other workplace aspects that impact the university's employees.

Human Resources designs and implements human resources programs and provides consultation to management on appropriate practices for recruitment and staffing, compensation, benefits, employee and labor relations, professional and organizational development, HR information systems, and other workplace aspects that impact the university's employees.

Benefits develops, implements and administers the organization's benefit programs such as health, dental, life, disability, leave, and retirement plans. Ensures programs are well-communicated, cost effective, competitive, and comply with legislated requirements.

Benefits develops, implements and administers the organization's benefit programs such as health, dental, life, disability, leave, and retirement plans. Ensures programs are well-communicated, cost effective, competitive, and comply with legislated requirements.

Compensation designs, evaluates and administers the organization's compensation programs in the areas of merit pay, salary structure and range management, incentive plans, and job evaluation. Participates in external salary surveys, evaluates positions, and recommends appropriate salary range, creates and analyzes reports, and ensures compliance with federal and state pay regulations.

Compensation designs, evaluates and administers the organization's compensation programs in the areas of merit pay, salary structure and range management, incentive plans, and job evaluation. Participates in external salary surveys, evaluates positions, and recommends appropriate salary range, creates and analyzes reports, and ensures compliance with federal and state pay regulations.

Employee Relations coordinates employee relations programs to ensure compliance with policies and practices. Develops and implements policies and procedures in areas such as grievance procedures and exit interviews. Researches and partners with management to respond to employee concerns and grievances. Documents and maintains employee relations records.

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Organizational Development assesses, measures, and enhances the performance of employees in support of the organization's business goals and objectives. Promotes desired organizational culture through initiatives focused on engagement, leadership development, management development, change management, client satisfaction, interpersonal skills, team development, and communication.

Organizational Development assesses, measures, and enhances the performance of employees in support of the organization's business goals and objectives. Promotes desired organizational culture through initiatives focused on engagement, leadership development, management development, change management, client satisfaction, interpersonal skills, team development, and communication.

Recruiting and Retention sources, recruits, screens, interviews, and recommends internal and external candidates for positions at all levels. Places employment ads in appropriate sources, ensures the maintenance of accurate and concise records, and reports concerning all phases of the recruitment process.

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Training and Development develops and conducts training related to employee development. Evaluates organizational training needs and effectiveness. Serves as liaison with outside training vendors. May prepare training materials, visual aids, and lesson plans.

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Inclusion and Diversity (INC)

Develops and deploys strategies that support an organizational culture in which all members are treated equitably, contribute fully to the university's mission, and embrace and model university values. Works across the university to develop and integrate equitable programs that support the university's mission and values.

Function	Sub-Function	Discipline
Inclusion and Diversity	Inclusion and Diversity	Inclusion and Diversity

Inclusion and Diversity develops and deploys strategies that support an organizational culture in which all members are treated equitably, contribute fully to the university's mission, and embrace and model university values. Works across the university to develop and integrate equitable programs that support the university's mission and values.

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Information Technology (INF)

Responsible for the use of any computers, software applications, storage, networking, and other hardware or physical devices. Develops and maintains infrastructures and processes for creating, managing, securing, and exchanging all forms of electronic data. Incorporates leading-edge techniques for collaboratively enhancing the performance of installed systems, identifying new technologies, developing applications, and transitioning from legacy to new systems.

Function	Sub-Function	Discipline
Information Technology	Information Technology	Information Technology

Information Technology is responsible for the use of any computers, software applications, storage, networking, and other hardware or physical devices. Develops and maintains infrastructures and processes for creating, managing, securing, and exchanging all forms of electronic data. Incorporates leading-edge techniques for collaboratively enhancing the performance of installed systems, identifying new technologies, developing applications, and transitioning from legacy to new systems.

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Function	Sub-Function	Discipline
Information Technology	Data Management	Data Management
Information Technology	Data Management	Business Intelligence
Information Technology	Data Management	Database Administration
Information Technology	Data Management	Database Architecture

Data Management is responsible for the practice of collecting, keeping, and using data securely, efficiently, and cost-effectively. The goal of data management is to help faculty, staff, students, and the university optimize the use of data within the bounds of policy and regulation.

Data Management is responsible for the practice of collecting, keeping, and using data securely, efficiently, and cost-effectively. The goal of data management is to help faculty, staff, students, and the university optimize the use of data within the bounds of policy and regulation.

Business Intelligence collects, aggregates, analyzes, interprets, and summarizes business, operations, customer, and economic data from multiple sources to drive insights into business performance.

Database Administration defines standards for how data will be captured, stored, consumed, integrated and managed across the organization. Operates and controls all computing equipment relating to data infrastructure and applications, including servers, mainframes, databases, software, and security measures.

Database Architecture defines, designs, and develops data structures and complex conceptual, logical, and physical data models. Develops, maintains, and uses infrastructure solutions enabling users to consume and analyze data more efficiently. Prepares and manipulates data using tools, languages, data processing frameworks, and databases.

Function	Sub-Function	Discipline
Information Technology	Development and Operations	Development and Operations
Information Technology	Development and Operations	Application Development
Information Technology	Development and Operations	Cloud Development
Information Technology	Development and Operations	Quality Assurance
Information Technology	Development and Operations	System Development
Information Technology	Development and Operations	Testing

Development and Operations is responsible for the combined practices of software development (Dev) and IT operations (Ops), managing the systems development life cycles, and providing continuous delivery of high-quality software applications.

Development and Operations is responsible for the combined practices of software development (Dev) and IT operations (Ops), managing the systems development life cycles and providing continuous delivery of high-quality software applications.

Application Development analyzes, designs, develops, documents, codes, tests, and debugs IT applications and software. This may include end-user applications, systems software, native applications, or mobile cloud applications.

Cloud Development is responsible for cloud adoption, developing, and coordinating cloud architecture and computing, including design, planning, management, maintenance and support, and facilitating cultural change.

Quality Assurance develops and executes test plans and scripts designed to detect problems in software applications and software. Maintains records of test progress and results and recommends quality improvements.

System Development analyzes designs, develops, configures, monitors, and maintains IT systems software, hardware, and servers. This may include monitoring and maintaining the operating efficiency and stability, security, and integrity of all data and systems.

Testing designs, develops, and implements testing strategies and test plans. Performs testing and analysis on overall hardware, software, and networking systems.

Function	Sub-Function	Discipline
Information Technology	Enterprise Architecture	Enterprise Architecture
Information Technology	Enterprise Architecture	Domain Architecture
Information Technology	Enterprise Architecture	Solutions Architecture

Enterprise Architecture is responsible for designing architecture solutions for a variety of enterprise initiatives and aligning these solutions with the overall enterprise architecture.

Enterprise Architecture is responsible for designing architecture solutions for a variety of enterprise initiatives and aligning these solutions with the overall enterprise architecture.

Domain Architecture is responsible for the representation of the whole enterprise architecture system to address concerns and align with strategic direction and standards.

Solutions Architecture is responsible for designing and developing solution-focused architecture initiatives to ensure business requirements align with strategic direction and standards.

Function	Sub-Function	Discipline
Information Technology	Information Security	Information Security
Information Technology	Information Security	Cyber Threats
Information Technology	Information Security	Digital Forensics
Information Technology	Information Security	Incident Reports
Information Technology	Information Security	IT Security
Information Technology	Information Security	IT Security Access

Information Security provides security engineering, risk management, design, access and identity control, operational support, and consultation. Provides policy and governance oversight; security operational services; set-up, verification, and audit of user access and authorizations; and risk analysis and response.

Information Security provides security engineering, risk management, design, access and identity control, operational support and consultation. Provides policy and governance oversight; security operational services; set-up, verification, and audit of user access and authorizations; and risk analysis and response.

Cyber Threats researches, manages, and mitigates data breaches and cybercrime across the university. Applies cyber security policies to ensure the protection of information security systems.

Digital Forensics recovers, investigates, examines, and analyzes material found in digital devices and information systems, often in relation to mobile devices and computer crime.

Incident Reports investigates, examines, and analyzes incident reports for a range of desktop and software related information technology systems.

IT Security evaluates, tests, recommends, coordinates, monitors, and maintains information systems and cyber security policies, procedures and systems, including access management for hardware, firmware, and software.

IT Security Access plans, conducts research, evaluates, designs, and develops identity access management systems. Applies engineering, hardware, and software design to develop university identity and access management structure.

Function	Sub-Function	Discipline
Information Technology	IT Business Systems	IT Business Systems

IT Business Systems develops and implements new systems as well as enhances current systems. Identifies and analyzes business needs, gathers requirements, and defines the goals and scope of the work. Evaluates evolving business requirements and makes recommendations for appropriate systems alternatives and enhancements to current systems.

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Function	Sub-Function	Discipline
Information Technology	IT Learning and Training	IT Learning and Training
Information Technology	IT Learning and Training	Educational Technology
Information Technology	IT Learning and Training	Instructional Design

IT Learning and Training plans, designs, develops, delivers, and evaluates learning and training materials, and the adoption of integrated information systems and technology that support and enhance administrative and management needs and outcomes.

IT Learning and Training plans, designs, develops, delivers, and evaluates learning and training materials, and the adoption of integrated information systems and technology that support and enhance administrative and management needs and outcomes.

Educational Technology provides educational technology services to assist instructors in the sound use of technology in their teaching. Plans and delivers faculty development in response to faculty and institutional needs in a variety of formats including individual coaching, seminars, and workshops on the effective use of technology.

Instructional Design analyzes, designs, develops, and implements online courses, web-based training, and face-to-face training curriculum. Analyzes learner needs and collaborates with subject matter experts and business management and provides input for course content.

Function	Sub-Function	Discipline
Information Technology	IT Service Management	IT Service Management
Information Technology	IT Service Management	IT Business Relationships

IT Service Management designs, builds, delivers, operates, and controls IT service offerings across the university.

IT Service Management designs, builds, delivers, operates, and control IT service offerings across the university.

IT Business Relationships serves as a strategic partner between IT and the university, participates in the formation of university strategic goals. Understands, defines, and supports the relationship between the IT and the end customers across the university.

Function	Sub-Function	Discipline
Information Technology	IT Support	IT Support
Information Technology	IT Support	Classroom Support
Information Technology	IT Support	Desktop Support
Information Technology	IT Support	Help Desk

IT Support provides technical support to faculty, staff, students, and university stakeholders for a range of hardware and software related information technology systems. Diagnoses user problems and responds to problems, queries, or complaints from users.

IT Support provides technical support to faculty, staff, students, and university stakeholders for a range of hardware and software related information technology systems. Diagnoses user problems and responds to problems, queries, or complaints from users.

Classroom Support provides technical classroom support to faculty, staff, students, and university stakeholders for a range of hardware and software related information technology systems.

Desktop Support provides technical support to faculty, staff, students, and university stakeholders in the field for a range of desktop hardware and software related information technology systems in response to specific requests or goals.

Help Desk are the first point of contact to provide typically remote technical support to faculty, staff, students, and university stakeholders from a centralized location for a range of hardware and software related information technology systems.

Function	Sub-Function	Discipline
Information Technology	Network and Telecommunication Services	Network and Telecommunication Services
Information Technology	Network and Telecommunication Services	Network Administration
Information Technology	Network and Telecommunication Services	Network Architecture
Information Technology	Network and Telecommunication Services	Network Engineering

Network and Telecommunication Services is responsible for the daily administration and management of network and telecommunications components, including network switches, routers, firewalls, proxies, operating systems, infrastructure applications, appliances, and cloud integration. Manages voice, data, and video communication systems throughout the university, analyzing and resolving issues with communication programs.

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Network Administration plans, installs, monitors, and maintains university networks to ensure secure and reliable operation. Maintains all firewalls, switch stacks, switches, and routers as well as network hardware.

Network Architecture plans, conducts research, evaluates, designs, and develops network systems by applying engineering, hardware, and software design to develop the university infrastructure system.

Network Engineering designs, plans, integrates, maintains, and supports network architecture. Works with stakeholders across the university to evaluate network systems and identify appropriate solutions.

Function	Sub-Function	Discipline
Information Technology	Research Computing	Research Computing
Information Technology	Research Computing	Computational Science

Research Computing provides technical computing capabilities and data infrastructure, as well as other technology tools to support the research needs of faculty, staff, and collaborators.

Research Computing provides technical computing capabilities and data infrastructure, as well as other technology tools to support the research needs of faculty, staff, and collaborators.

Computational Science uses advanced computing capabilities to develop and optimize computer hardware, firmware, networking, and data management components needed to solve computationally demanding problems.

Function	Sub-Function	Discipline
Information Technology	User Interface Design	User Interface Design
Information Technology	User Interface Design	Mobile Application Design

User Interface Design plans, develops, documents, debugs, and supports the front end of the software solution. Ensures the interface is easy and intuitive for users, conducts user research and performs usability tests.

User Interface Design plans, develops, documents, debugs, and supports the front end of the software solution. Ensures the interface is easy and intuitive for users, conducts user research and performs usability tests.

Mobile Application Design is responsible for applications for mobile devices to access digital products and content. Includes designing, developing, and testing platform-specific applications that are installed on the mobile device.

Function	Sub-Function	Discipline
Information Technology	Web Development and Design	Web Development and Design

Web Development and Design conceptualizes, designs, creates, and modifies content and functionality of websites for faculty and staff, students, and external communications purposes. Utilizes server-side, client-side, and database tools. Creates websites from concept to finished product. Optimizes performance, security, and scalability.

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Legal and Compliance (LEG)

Provides advisory services including advice on matters concerning the rights, obligations, and privileges of the organization. Represents the organization to government agencies, suppliers, and other stakeholders. Ensures the organization fosters a culture of compliance and integrity.

Function	Sub-Function	Discipline
Legal and Compliance	Legal and Compliance	Legal and Compliance
Legal and Compliance	Audit Services	Audit Services
Legal and Compliance	Compliance Services	Compliance Services
Legal and Compliance	Patent and Licensing	Patent and Licensing

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Audit Services develops, plans, and evaluates internal audit programs for the organization's financial, operational, and managerial processes and systems to ensure compliance with all applicable regulations, laws, policies and standards. Identifies risks and opportunities for improvement.

Audit Services develops, plans, and evaluates internal audit programs for the organization's financial, operational, and managerial processes and systems to ensure compliance with all applicable regulations, laws, policies and standards. Identifies risks and opportunities for improvement.

Compliance Services ensures the university's compliance with regulatory and quality standards and fosters a culture of integrity. Works with colleges and units to develop and implement internal controls, processes, and programs that access and enhance compliance. May engage with regulatory commissions and authorities or advance university positions with external and internal stakeholders.

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Patent and Licensing regulates, promotes and protects the use of the university's name and identifying marks, both on and off campus. Protects and licenses the university name and identifying marks on commercial products and services, university promotions, sponsorships, affinity programs, etc. Also includes those positions which advise on, promote, and protect the patents and licenses of university community members.

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Function	Sub-Function	Discipline
Legal and Compliance	Equity and Accessibility	Equity and Accessibility
Legal and Compliance	Equity and Accessibility	Affirmative Action
Legal and Compliance	Equity and Accessibility	Investigations

Equity and Accessibility provides consultation to faculty, staff, and students on matters relating to the university's policies prohibiting discrimination and harassment. Responsible for determining reasonable accommodations in university programs and coordinating accommodations services like note taking, alternate text requests, and furniture coordination.

Equity and Accessibility provides consultation to faculty, staff, and students on matters relating to the university's policies prohibiting discrimination and harassment. Responsible for determining reasonable accommodations in university programs and coordinating accommodations services like note taking, alternate text requests, and furniture coordination.

Affirmative Action is responsible for the university's affirmative action programs, which include implementing audit programs to ensure compliance with equal employment opportunity laws and affirmative action regulations.

Investigations conducts prompt and thorough Title IX and civil rights investigations including detailed and impartial investigation reports. Provides supportive measures to individuals experiencing gender-based violence and harassment.

Function	Sub-Function	Discipline
Legal and Compliance	Legal Services	Legal Services

Legal Services manages and supports the advisory services provided by the law departments. May allocate resources to ensure the most critical work is covered or may manage the relationship of outsourcing partners. Ensures that counsel given implements legal best practices and mitigates risk of litigation.

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Library Services (LIB)

Develops and manages access, organization, and acquisition of library collections and specialized information systems to enhance academic teaching, learning, and research.

Function	Sub-Function	Discipline
Library Services	Library Services	Library Services
Library Services	Archives	Archives
Library Services	Collections	Collections
Library Services	Digitization	Digitization
Library Services	Exhibitions	Exhibitions

Library Services develops and manages access, organization, and acquisition of library collections and specialized information systems to enhance academic teaching, learning, and research.

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Archives applies archival theory and practice and assesses, describes, manages, and preserves permanent records, archival, and other historically valuable materials in various physical and digital formats and types. Enables appropriate management and stewardship of archival collections. Sets and administers policy to allow campus and public access to archival materials.

Archives applies archival theory and practice and assesses, describes, manages, and preserves permanent records, archival and other historically valuable materials in various physical and digital formats and types. Enables appropriate management and stewardship of archival collections. Sets and administers policy to allow campus and public access to archival materials.

Collections maintains and manages collections with regard to storage and accessibility of materials which may include special or historical collections. Responsibilities include labeling, shelf preparation activities, bindery operations and associated vendor relationships, material transfers and associated records updates, space and equipment needs, and associated budgetary considerations.

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Digitization is responsible for digitization of collections in a wide range of formats. Enables appropriate management and stewardship of digital objects to promote accessibility that meet continually evolving standards and specifications for imaging and related metadata creation. May include contributions to overall digitization strategy and policies.

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Exhibitions performs duties related to the design and production of library exhibitions. Prepares artwork, artifacts, and collections objects for exhibition, including transportation, framing, matting, mount-making, security, and hardware. Builds and designs furniture, fixtures, and interactive elements of exhibitions. Designs exhibition layouts, labels, and graphic elements.

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Project/Program Management (PRO)

Project/Program Management involves planning, executing, and closing projects or programs in support of the university's strategic initiatives.

Function	Sub-Function	Discipline
Project/Program Management	Program Management	Program Management
Project/Program Management	Project Management	Project Management

Program Management is responsible for the oversight of the planning, execution, and success of the program. Typical duties include program planning and development, program evaluation, policy development and analysis, and coordination of resources.

Program Management is responsible for the oversight of the planning, execution, and success of the program. Typical duties include program planning and development, program evaluation, policy development and analysis, and coordination of resources.

Project Management plans, executes, and closes projects, often managing multi-functional project teams. Typical duties include defining project goals, building comprehensive work plans, facilitating commitment and productivities, removing obstacles, managing stakeholders, and motivating team members. Projects are typically short-term with specific milestone and end dates.

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Research (RES)

Research identifies opportunities and provide institutional guidance for research programs to organize and focus strategic research efforts within and across traditional disciplinary boundaries to help researchers as they identify, pursue, capture, and deliver research programs.

Function	Sub-Function	Discipline
Research	Research	Research

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Function	Sub-Function	Discipline
Research	Contracts and Licensing	Contracts and Licensing
Research	Contracts and Licensing	Federal and Non-Federal Contracts
Research	Contracts and Licensing	Sub-Award Contracts

Contracts and Licensing initiate the legal and financial agreements for research and research support.

Contracts and Licensing initiate the legal and financial agreements for research and research support.

Federal and Non-Federal Contracts are government-related federal and non-federal contracts, which serve as procurement mechanisms, unlike grants and cooperative agreements which serve as assistance mechanisms. The principal purpose of federal and non-federal contracts is to purchase property or services for the direct benefit or use of the US Government.

Sub-Award Contracts are awards provided by a pass-through entity to a sub-recipient for them to carry out part of a federal award received by the pass-through entity. A sub-award may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

Student Services (STU)

Responsible for the management and administration of work in multiple student services specialties, including but not limited to academic advising, career services, admissions, financial aid, student advocacy and support, health and wellness services, student engagement and development, learning support services, and housing and residential life.

Function	Sub-Function	Discipline
Student Services	Student Services	Student Services

Student Services is responsible for the management and administration of work in multiple student services specialties, including but not limited to academic advising, career services, admissions, financial aid, student advocacy and support, health and wellness services, student engagement and development, learning support services, and housing and residential life.

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Function	Sub-Function	Discipline
Student Services	Academic Affairs	Academic Affairs

Academic Affairs focuses on programs and services that provide and enhance students' academic and life skills, supporting students through their academic journey. Examples of programs developed and administered include first year experience, learning centers, skills workshops, tutoring services, and other learning experiences.

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Function	Sub-Function	Discipline
Student Services	Enrollment Services	Enrollment Services
Student Services	Enrollment Services	Admissions
Student Services	Enrollment Services	Registrar
Student Services	Enrollment Services	Student Financial Services

Enrollment Services is responsible for student recruiting programs, pre-application and pre-admission, and related processes at the university. These roles develop, implement, and administer plans, programs, and events for general and targeted student recruitment in support of organizational goals.

Enrollment Services is responsible for student recruiting programs, pre-application and pre-admission, and related processes at the university. These roles develop, implement, and administer plans, programs and events for general and targeted student recruitment in support of organizational goals.

Admissions evaluates and processes new students for enrollment.

Registrar Services provides professional advice and counseling related to registration, enrollment, degree progress, academic records, financial aid, billing, and payment to prospective, enrolled, and former undergraduate, graduate, professional students, parents and families, and faculty and staff.

Student Financial Services provides financial aid eligibility and application counseling and assists in the administration of financial aid programs, which may include scholarship programs. Works with students and families to provide financial education, explain loan repayment options, terms, and conditions for private, institutional, state, and federal financial aid programs.

Function	Sub-Function	Discipline
Student Services	Health Care Services	Health Care Services
Student Services	Health Care Services	Clinical Services
Student Services	Health Care Services	Counseling and Mental Health
Student Services	Health Care Services	Health Education and Outreach

Healthcare Services is responsible for assisting healthcare professionals in providing a variety of direct and indirect patient care activities in collaboration with the patient, family, and other members of the care team. Including the organization of patient care activities to facilitate the appropriate delivery of health care services and transition of care across the continuum (i.e., clinical services, counseling, mental health services, health education, etc.).

Healthcare Services is responsible for assisting healthcare professionals in providing a variety of direct and indirect patient care activities in collaboration with the patient, family, and other members of the care team. Including the organization of patient care activities to facilitate the appropriate delivery of health care services and transition of care across the continuum (i.e., clinical services, counseling, mental health services, health education, etc.).

Clinical Services examines and treats patients. Performs a variety of patient care tasks which can include measuring vital signs and monitoring health, collecting samples, recording information on patients' charts, and preparing treatment rooms for examination.

Counseling and Mental Health is responsible for assessing, diagnosing, and treating mental, behavioral and emotional problems and disorders. Through discussion of emotions and experiences, uses evidence-based counseling techniques to help patients dealing with issues that affect their mental health and well-being. Helps patients come up with goals and plan action.

Health Education and Outreach is responsible for the health of the student and employee population, decreasing the impact of illnesses and diseases by encouraging healthy behavior through education and outreach. Provides health-related education guidelines, encouragement and support to individuals, while holding them accountable for achieving their health goals.

Function	Sub-Function	Discipline
Student Services	Residence Life and Housing	Residence Life and Housing
Student Services	Residence Life and Housing	Housing and Dining Administration
Student Services	Residence Life and Housing	Residence Life

Residence Life and Housing develops and implements student life programs, services and processes. Oversees day-to-day residence experiences, operations, and functions for students living on campus and in university-owned properties. Develops a student community that is inclusive, academically and socially stimulating, and ensures student well-being and safety.

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Residence Life develops and implements student life programs, services and processes. Oversees day-to-day residence experiences, operations, and functions for students living on campus and in university-owned properties. Develops a student community that is inclusive, academically and socially stimulating, and ensures student well-being and safety.

Housing and Dining Administration supports, educates, and enriches student experiences by providing the highest quality housing and dining services. Develops, implements, operationalizes, and supports collaborative residential and dining programs.

Function	Sub-Function	Discipline
Student Services	Student Advising	Student Advising
Student Services	Student Advising	Academic Advising
Student Services	Student Advising	Career Advising

Student Advising provides planning, advising, and support services to students to ensure their academic, personal, and professional success. Educates students in self-reflection, identifying their options for majors and careers, and to communicate skills and interests through written methods and interpersonally.

Student Advising provides planning, advising, and support services to students to ensure their academic, personal, and professional success. Educates students in self-reflection, identifying their options for majors and careers, and to communicate skills and interests through written methods and interpersonally.

Academic Advising provides advising, planning, and support services to students to ensure their academic, personal and professional success. Advises students concerning an appropriate academic schedule and course selection, choice of major, minor, degree and graduation requirements, interpretation of department, college and university requirements, career exploration, and other related matters.

Career Advising plans, develops and implements programs, activities and services to foster career development. Educates students in self-reflection and in identifying their options for majors and careers, and to communicate skills and interests through written methods (resumes, cover letters, social media) and interpersonally (interviewing and networking). Assists in planning career events, mentoring programs or other opportunities for students to undertake learning experiences such as internships, projects or research opportunities.

Function	Sub-Function	Discipline
Student Services	Student Affairs	Student Affairs
Student Services	Student Affairs	Military Affairs

Student Affairs supports students on their path to success. Promotes and provides co-curricular opportunities, services, and resources that have development outcomes that are purposeful and prepare students to live healthy, productive and fulfilling lives. Delivers the programs, services, facilities, and administrative functions that facilitate the co-curricular environment of the university and enhance the educational experience of its students toward their self-exploration, learning, and development.

Student Affairs supports students on their path to success. Promotes and provides co-curricular opportunities, services and resources that have development outcomes that are purposeful and prepare students to live healthy, productive and fulfilling lives. Deliver the programs, services, facilities and administrative functions that facilitate

the co-curricular environment of a college or university and enhance the educational experiences of its students toward their self-exploration, learning and development.

Military Affairs is responsible for serving the university's military student community. Collaborates with university partners to ensure military and veteran dependents are connected to the financial, academic, and social resources necessary for a successful transition to and through their course of study at the university.

Function	Sub-Function	Discipline
Student Services	Student Success	Student Success

Student Success fosters an environment that helps students achieve success. Evaluates students and may make referrals for tutoring, more specialized counseling, and other resources as warranted. Serves as a liaison to other university student resources. Develops and implements academic support programs.

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Career Tracks and Levels

Career tracks represent a group of jobs characterized by distinct responsibilities. Virginia Tech's A/P faculty positions are grouped under five career tracks: academic, clinical, development, general administration, and technical/STEM. Additionally, a manager/leadership track is used to group A/P faculty positions that have people supervisory responsibilities. More information about each track is available by clicking the links below.

A scale of 1 to 5 is used within each track, with 1 being entry level individual contributor roles and 5 being expert individual contributor roles in that track. The following factors are used to determine where a role falls within that scale:

- **Autonomy:** The responsibility, power, or obligation to independently make a decision and the accountability for its success or failure.
- **Complexity:** The extent to which the role's tasks are multi-faceted, mentally demanding, and challenging to perform.
- **Experience:** The amount of time, practice, involvement, and understanding an individual must have to perform the key functions of the role.
- **Knowledge:** The amount of familiarity, awareness, and understanding of impact that an individual must have in order to make effective changes within the scope of responsibility.
- **Scope of Impact:** For a position to have a scope of impact that is universitywide, the decisions made under the purview of the position's duties must routinely have direct impact on operations across the university. This goes beyond positions that have responsibilities that cross department, college, or senior management area boundaries.

Academic Administration Track

Individual contributor roles that are in academic functions or are student facing in nature.

Academic Administration		
Level	Description	Definition
5	Expert Academic Admin	Expert level student facing/academic roles. Focuses on providing thought leadership across multiple disciplines. Recognized internally as the "go-to person" for the most difficult and challenging student and academic issues that arise. Contributes to the development of policies and innovative processes in academic administration.
4	Advanced Academic Admin	Advanced level student facing/academic roles. Work is highly independent. Uses advanced analytical, technical, and problem-solving skills to address challenging student and academic issues that arise. May assume team lead role for work group. Monitors trends within student and academic areas.
3	Senior Academic Admin	Experienced student facing/academic roles. Able to carry out a full range of professional duties. Works independently with guidance on more complex issues. Uses analytical, technical, and problem-solving skills to address students and academic issues that arise. May mentor less experienced colleagues.
2	Intermediate Academic Admin	Full professional level student facing/academic roles. Provides effective student support and guidance. Focuses on providing standard professional advice and creating reports/analysis for review by more experienced team professionals.
1	Entry Academic Admin	Entry level student facing/academic roles. Able to apply basic principles, specifications, and existing policies and procedures to support academic and student efforts. Work is closely managed. Works on projects/matters of limited complexity.

Level Detail

Level 5: Expert Academic Administration (A5)

Classification title: Senior Academic Consultant

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Recognized internally as the "go-to person" for the most difficult and challenging student and academic issues that arise. Expert level student facing/ academic roles.	Advanced experience required.	Universitywide discipline.	Focuses on providing thought leadership across multiple disciplines.	Contributes to the development of policies and innovative processes in academic administration.

Level 4: Advanced Academic Administration (A4)

Classification title: Academic Consultant

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Work is highly independent. Advanced-level student facing/academic roles.	Fully developed professional experienced required.	Universitywide discipline or college or business unit function or department or school.	Monitors trends within student and academic areas. Uses advanced analytical, technical, and problem-solving skills to address challenging student and academic issues that arise.	May assume team lead role for work group.

Level 3: Senior Academic Administrator (A3)

Classification title: Senior Academic Coordinator

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Works independently with guidance on more complex issues. Experienced student-facing or academic roles.	Developed professional experience required.	College or business unit function, or department or school.	Uses analytical, technical, and problem-solving skills to address students and academic issues that arise.	Able to carry out a full range of professional duties. May mentor less experienced colleagues.

Level 2: Intermediate Academic Administrator (A2)

Classification title: Academic Coordinator

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Receives direction on more complex work from more experienced colleagues. Full professional level student facing or academic roles.	Limited professional level work experience required.	College or business unit function, or department or school.	Focuses on providing standard professional advice and creating reports/analysis for review by more experienced team professionals.	Provides effective student support and guidance.

Level 1: Entry Academic Administrator (A1)

Classification title: Associate Academic Coordinator

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Works on projects or matters of limited complexity. Entry-level student facing or academic roles.	No professional level work experience required.	College or unit function, or department or school.	Able to apply basic principles, specifications, and existing policies and procedures to support academic and student efforts.	Work is closely managed. Contributes in a structured capacity.

Clinical Track

Individual contributor roles that are focused on health care and clinical services for the organization.

Clinical		
Level	Description	Definition
5	Expert Clinical	Typical Titles: Clinical Directors
4	Advanced Clinical	Typical Titles: Psychiatrist, Pharmacy Manager, Physician, Veterinarians
3	Senior Clinical	Typical Titles: Nurse Practitioners, Pharmacist, Physicians Assistants
2	Intermediate Clinical	Typical Titles: License Counselors, licensed clinical
1	Entry Clinical	Typical Titles: Mental Health Professionals, Direct Care

Level Detail

Level 5: Expert Clinical (C5)	
Classification title: Senior Clinical Consultant	
Level 4: Advanced Clinical (C4)	
Classification title: Clinical Consultant	
Level 3: Senior Clinical (C3)	
Classification title: Senior Clinical	
Level 2: Intermediate Clinical (C2)	
Classification title: Clinical	
Level 1: Entry Clinical (C1)	
Classification title: Associate Clinical	

Development Track

Individual contributor roles that are focused on fundraising for the organization.

Development		
Level	Description	Definition
5	Expert Development	With experienced mastery in the complex strategies, concepts, and principles of fundraising, positions at this level are assigned to the highest-level development prospects. Demonstrates strategic leadership and diplomacy in managing a portfolio of 15-35 principal gift prospects, soliciting gifts and donations that are potentially transformational. Typical Titles include Principle Gift Officer/PPO.
4	Advanced Development	With demonstrated experienced proficiency in complex strategies, concepts, and principles of fundraising, solicits major philanthropic gifts from net-worth individuals and corporate partnerships. Typical Titles Include Senior Director of Major Gifts.
3	Senior Development	With experienced understanding of complex strategies, concepts, and principles of fundraising solicits major philanthropic gifts from high net-worth individuals and corporate. Typical titles include Director of Major Gifts.
2	Intermediate Development	With a developed understanding of the concepts and principles of fundraising, develops and cultivates relationships with a 100-125 portfolio size of prospects, while soliciting leadership gifts in support of current operations. Typical titles include Associate Director of Major Gifts
1	Entry Development	With an entry to intermediate understanding of the concepts and principles of fundraising and working with supervisor, develops and cultivates relationships with a 250-300 portfolio size of prospects while soliciting annual/digital gifts. Typical titles include Digital Gifts Officer/Annual Giving Officer, Assistant Director of Leadership Gifts, and Associate Director of Leadership Gifts.

Level Detail

Level 5: Expert Development (C5)		
Classification title: Senior Development Consultant		
Complexity	Scope of Impact	Autonomy
Assigned to the highest-level development prospects.	Manages a portfolio of 15-35 principal gift prospects, soliciting gifts of \$5M.	Demonstrates strategic leadership and diplomacy.

Level 4: Advanced Development (D4)		
Classification title: Development Consultant		
Complexity	Scope of Impact	Autonomy
Assigned to the highest-level development prospects.	Solicits major philanthropic gifts in the range of \$550K - \$5M.	Demonstrates strategic leadership and diplomacy.

Level 3: Senior Development (D3)		
Classification title: Senior Development Specialist		
Complexity	Scope of Impact	Autonomy
Solicits major philanthropic gifts from high net-worth individuals and corporate partnerships.	Solicits major philanthropic gifts in the range of \$100K-\$1M.	Able to carry out a full range of professional duties. May mentor less experienced colleagues.

Level 2: Intermediate Development (D2)		
Classification title: Development Specialist		
Complexity	Scope of Impact	Autonomy
Develops and cultivates relationships with a portfolio of prospects.	Soliciting leadership gifts in the range of \$5K-\$100K in support of current operations.	Works with supervisor on more complex issues.

Level 1: Entry Development (D1)		
Classification title: Associate Development Specialist		
Complexity	Scope of Impact	Autonomy
Develops and cultivates relationships with a portfolio of prospects.	Soliciting annual/digital gifts in the range of \$2.5K-\$25K.	Works with supervisor.

General Administration Track

Individual contributor roles that are in administrative or professional functions and non-student facing in nature.

General Administration		
Level	Description	Definition
5	Expert Professional	Principal advisor providing counsel and guidance to top management on significant business matters. Focuses on providing thought leadership across multiple disciplines. Recognized internally as the "go-to person" for the most complex assignments in relative subject matter areas. Works on advanced complex projects or business issues.
4	Advanced Professional	Work is highly independent. May assume a team lead role for the work group. A specialist on complex and technical business matters.
3	Senior Professional	Able to carry out a full range of professional duties. Works independently with guidance on more complex issues. Uses advanced analytical, technical, and problem-solving skills to achieve results and improve business operations. May mentor less experienced colleagues.
2	Intermediate Professional	Full professional level position. Responsible for delivery of professional activities. Focuses on providing standard professional advice and creating reports/analysis for review by higher level team professionals.
1	Entry Professional	Contributes in a support capacity. Work is closely managed. Works on project/matters of limited complexity.

Level Detail

Level 5: Expert Professional (G5)				
Classification title: Senior Generalist Consultant				
Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Recognized internally as the "go-to person" for the most complex assignments in relative subject matter areas. Works on advanced complex projects or business issues.	Advanced experienced required.	Universitywide discipline.	Focuses on providing thought leadership across multiple disciplines. Demonstrates high degree of creativity in applying breadth of knowledge in practices, process, metrics, models, or applications of the above.	Principal advisor providing counsel and guidance to top management on significant business matters.

Level 4: Advanced Professional (G4)				
Classification title: General Consultant				
Complexity	Experience	Scope of Impact	Knowledge	Autonomy
A specialist on complex and technical business matters.	Fully developed professional experienced required.	Universitywide discipline or college/unit function or department or school.	Applies fully developed industry knowledge and displays advanced understanding of concepts, principles, and technical capabilities to a wide variety of tasks.	Work is highly independent. May assume a team lead role for the work group.

Level 3: Senior Professional (G3)				
Classification title: Senior General Coordinator				
Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Works independently with guidance on more complex issues.	Developed professional experience required.	College/unit function or department or school.	Uses advanced analytical, technical, and problem-solving skills to achieve results and improve business operations. Uses and applies general knowledge to varied tasks and projects.	May mentor less experienced colleagues. Able to carry out a full range of professional duties.

Level 2: Intermediate Professional (G2)**Classification title: General Coordinator**

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Receives direction on more complex work from more experienced colleagues.	Limited professional level work experience required.	College/unit function or department or school.	Focuses on providing standard professional advice and creating reports and analysis. Uses and applies general knowledge to varied tasks.	Responsible for delivery of professional activities. Work may be reviewed by more experienced team professionals.

Level 1: Entry Professional (G1)**Classification title: Associate General Coordinator**

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Works on project and matters of limited complexity.	No professional- level work experience required.	College/unit function or department or school.	Limited scope or developing of knowledge required.	Work is closely managed. Contributes in a structured capacity.

Technical/STEM Track

Individual contributor roles that are technical in nature, including science, medicine, technology, and research.

Technical positions are those that require a demonstrable expertise in the areas of science, technology, engineering, and/or mathematics (STEM). For an incumbent to successfully meet the minimal requirements of the position, the majority of the position's duties, knowledge, skills, and abilities must involve STEM fields.

Technical/STEM		
Level	Description	Definition
5	Expert Technical	Principal advisor providing counsel and guidance to top management on significant STEM matters. Focuses on thought leadership across multiple disciplines. Recognized internally as the "go-to person" for the most complex assignments in relevant subject matter areas. Works on advanced complex STEM projects.
4	Advanced Technical	Advanced level professional STEM roles. Performs STEM work that is complex and varied. Analyze broad range of difficult problems and performs research to originate new approaches and implement solutions. Exercises considerable discretion and judgment. Monitors trends within own discipline area.
3	Senior Technical	Experienced professional STEM roles. Performs STEM work of moderate complexity. Able to solve problems by taking a new perspective on existing solutions. Possesses a complete understanding of STEM standards, principles, theories, and concepts related to their functional area. Works independently and acts as resource for less experienced colleagues.
2	Intermediate Technical	Full professional level STEM roles. Able to solve a range of problems and analyze possible solutions using standard procedures. There is still a focus on acquiring higher level knowledge and skills. Receives direction on more complex work from more experienced colleagues.
1	Entry Technical	Entry level professional STEM roles. Focus is primarily on assignments and projects that are designed for exposure to fundamental principles, and concepts. Able to apply basic STEM principles, specification, and existing policies, and procedures. Requires supervision and limited exercise of independent judgment.

Level Detail

Level 5: Expert Technical (T5)				
Classification title: Senior Architect				
Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Recognized internally as the "go-to person" for the most complex assignments in relevant subject matter areas. Works on advanced complex STEM projects.	Advanced experienced required.	Universitywide discipline.	Focuses on thought leadership across multiple disciplines.	Principal advisor providing counsel and guidance to top management on significant STEM matters.

Level 4: Advanced Technical (T4)				
Classification title: Architect				
Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Performs STEM work that is complex and varied. Advanced level professional STEM roles.	Fully developed professional experienced required.	Universitywide discipline or college/unit function or department or school.	Monitors trends within own discipline area. Analyze broad range of difficult problems and performs research to originate new approaches and implement solutions.	Exercises considerable discretion and judgment.

Level 3: Senior Technical (T3)**Classification title: Senior Analyst**

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Performs STEM work of moderate complexity. Experienced professional STEM roles.	Developed professional experienced required.	College/unit function or department or school.	Possesses a complete understanding of STEM standards, principles, theories, and concepts related to their functional area. Able to solve problems by taking a new perspective on existing solutions.	Work independently and acts as a resource for less experienced colleagues.

Level 2: Intermediate Technical (T2)**Classification title: Analyst**

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
There is a focus on acquiring higher level knowledge and skills while operating as a full profession level	Limited professional level work experience required.	College/unit function or department or school.	Able to solve a range of straightforward problems and analyze possible solutions using standard procedures. Receives direction on more complex work from more experienced colleagues.	Developing professional STEM roles.

Level 1: Entry Technical (T1)**Classification title: Analyst**

Complexity	Experience	Scope of Impact	Knowledge	Autonomy
Entry-level professional STEM roles. Able to apply basic STEM principles, specification, and existing policies and procedures.	No professional level work experience required.	College/unit function or department or school.	Focus is primarily on assignments and projects that are designed for exposure to fundamental principles and concepts.	Requires supervision and limited exercise of independent judgment.

Management/Leadership Track

This track includes roles that are responsible for leading people. Executives are accountable for the execution of business strategies and organizational results. Managers are responsible for the production and achievement of people.

Management/Leadership	
Level	Definition
E3	Directly reports to the president and has executive leadership responsibility for university operations including but not limited to administration, policy development and implementation, academic programs, support services and operations. Scope of responsibility is a universitywide major function. E3 positions at Virginia Tech include executive vice president and provost, executive vice president and chief operating officer, and senior vice president for advancement.
E2	Has senior-level leadership responsibilities for major unit operations. Establishes and implements policies, procedures, programs, fiscal authority, and operational autonomy. Leads department heads, chairs, school directors, directors, senior managers, and managers. Scope of responsibility is universitywide for an overall college or business unit.
E1	Accountable for annual execution of goals and objectives in area of responsibility; disseminates goals to direct reports and ensures goals are operationalized. Recommends and may approve policy for area of operational and/or functional control. Typically has multiple directors and managers as direct reports. Scope of responsibility is a universitywide sub-function with multiple disciplines, or multiple functions within a college or business unit.
M3	Directs and controls the activities of multiple university units or leads a team of professionals with significant universitywide impact. Typically has indirect reports. In charge of overall control of planning, staffing, budgeting, etc. for the unit. Collaborates with executive leadership on establishing strategic goals across the function.
M2	Responsible for leading a team of professionals and/or support employees. Has full responsibility for team output. Focuses on implementing and executing strategies within their own department or team.
M1	Supervises experienced administrative, operative, and/or technical roles. Coordinates schedules and workflow for the team. Focuses on team completion of assignments and is responsible for ensuring the orientation and training of employees.

Level Detail

Executive Level 3: Senior or Executive Vice President (E3)		
Classification title: Senior Executive		
People Management	Scope of Impact	Autonomy
Directly reports to the president. Has executive leadership responsibility.	Universitywide major function.	Has senior-level leadership responsibilities for major unit operations including, but not limited to administration, policy development and implementation, academic programs, support services, and operations.

Executive Level 2: Vice President or Provost/Dean (E2)		
Classification title: Executive		
People Management	Scope of Impact	Autonomy
Leads department heads, chairs, school directors, directors, senior managers and managers.	Universitywide for an overall college or business unit.	Has senior-level leadership responsibilities for major unit operations. Establishes and implements policies, procedures, programs, fiscal authority and operational autonomy. Leads department heads, chairs, school directors, directors, senior managers and managers.

Executive Level 1: Assistant or Associate Vice President or Provost/Associate Dean (E1)		
Classification title: Associate Executive		
People Management	Scope of Impact	Autonomy
Typically has multiple directors and managers as direct reports.	Universitywide subfunction with multiple disciplines, or multiple functions within a college or business unit.	Accountable for annual execution of goals and objectives in area of responsibility. Disseminates goals to direct reports and ensures goals are operationalized. Recommends and may approve policy for area of operational and functional control.

Manager Level 3: Director/Assistant Dean (M3)		
Classification title: Academic Director, Clinical Director, Development Director, General Director, Technical Director		
People Management	Scope of Impact	Autonomy
Directs and controls the activities of multiple university units or leads a team of professionals with significant universitywide impact. Typically has indirect reports.	Universitywide discipline, college or business unit function, or department or school.	In charge of overall control of planning, staffing, budgeting, etc. for the unit. Contributes to establishing strategic goals across the function.

Manager Level 2: Manager (M2)		
Classification title: Academic Manager, Clinical Manager, Development Manager, General Manager, Technical Manager		
People Management	Scope of Impact	Autonomy
Responsible for leading a team of professionals and/or support employees.	College or business unit function, or department or school.	Has full responsibility for team output. Focuses on implementing and executing strategies within own department and team.

Manager Level 1: Supervisor (M1)		
Classification title: Academic Supervisor, Clinical Supervisor, Development Supervisor, General Supervisor, Technical Supervisor		
People Management	Scope of Impact	Autonomy
Supervisor of experienced administrative, operative, and or technical roles. Typically supervises staff. Direct reports only.	College or business unit function, or department or school.	Coordinates schedules and workflow for the team. Focuses on team completion of assignments and is responsible for ensuring the orientation and training of employees.