P2: Level Standards

GENERAL ROLE

This level is accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Tend to have assignments that are reoccurring and work outputs generally are delivered in a prescribed form/format.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- May recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

INDEPENDENCE AND DECISION-MAKING

→ Supervision Received
   - Works under general supervision.
   - Periodic checks on accuracy, quality, and timeliness of outcomes.

→ Context of Decisions
   - Independently develops how work is to be done based on precedent, practice, and existing policy at the unit/office levels.

→ Job Controls
   - Possess the latitude to adjust the work processes or methods to effectively and efficiently manage their work assignments.
   - Guided by general procedures and professional norms.
COMPLEXITY AND PROBLEM SOLVING

→ Range of issues
  • Problems tend to be modestly technical or operational.

→ Course of Resolution
  • Performs comparisons, verifications, reconciliations, compilations, etc. and such of data, program or student services/practices, or operational/staff output.
  • Understands the end product/outcome and where to send and receive information and materials to fulfill the assigned responsibilities.

→ Measure of Creativity
  • Once problems are identified, solutions generally can be resolved using conventional or standard procedures.
  • Most of the obstacles, issues, or concerns can be handled with established practice and policy.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content
  • Regularly provides information on finished materials to others.

SCOPE AND MEASURABLE EFFECT

• Actions typically affect an individual, item, event, or incident, etc.
• Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
• Incumbents indirectly promote the general welfare of students, faculty and staff, and safeguard the institution by playing an important role within a process.
GENERAL SUMMARY
Reviews, evaluates, and processes graduate and undergraduate admissions in recruiting new students or transfers.

REPORTING RELATIONSHIPS AND TEAM WORK
Works under general supervision of a supervisor or manager.

ESSENTIAL DUTIES & RESPONSIBILITIES
The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Assists freshman applicants through the University enrollment process.
- Provides prospective students information on admissions requirements, processes, and deadlines.
- Informs prospective students on academic programs, on-campus resources, and student activities.
- Evaluates and processes admissions applications.
- Maintains and updates admission records and files.
- Assists with prospective student events and admitted student events.
- Engages in extensive in-state and out-of-state travel to interview and recruit prospective students.
- Conducts informational meetings and programs to explain admission requirements policies and procedures.
- Performs related work as required.

MINIMUM QUALIFICATIONS
- Bachelor’s degree in related field.
- Two years of related experience.
Job Template: Admissions Officer 1

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COMPETENCIES

Knowledge of:
- Admissions procedures, policies, and practices
- Academic programs, student life, and orientation
- NCAA rules and regulations
- Microsoft Office and related software applications

Skill in:
- Planning and organization
- Counseling
- Developing and maintaining effective and appropriate working relationships
- Problem solving and analysis

Ability to:
- Manage and maintain university funds and equipment
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management
Job Template: Admissions Officer 2

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P3: Level Standards

GENERAL ROLE

This level is accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence.

Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance
- Alter the order in which work or a procedure is performed
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice
- May specifically supervise several student employees

DECISION MAKING

→ Supervision Received
  - Works under limited supervision

→ Context of Decisions
  - Utilizes general departmental guidelines to develop resolutions outside the standard practice

→ Job Controls
  - Possesses considerable freedom from technical and administrative oversight while the work is in progress
  - Defines standard work tasks within departmental policies, practices, and procedures to achieve outcomes
  - Serves as the advanced resource to whom more junior employees go to for technical guidance
Job Template: Admissions Officer 2

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**COMPLEXITY AND PROBLEM SOLVING**

→ **Range of issues**
- Handles a variety of work situations that are cyclical in character, with occasionally complex situations
- Issues are regularly varied
- Problems tend to be technical or programmatic in nature

→ **Course of Resolution**
- Assesses a variety of situations, and develops resolutions through choosing among options based on past practice or experience

→ **Measure of Creativity**
- Issues are solvable through deep technical know-how and imaginative workarounds
- Most of the obstacles, issues or concerns encountered require considering alternative practice or policy interpretation

**COMMUNICATION EXPECTATIONS**

→ **Manner of Delivery and Content**
- Regularly provides information on finished materials to others

**SCOPE AND MEASURABLE EFFECT**

- Actions regularly affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards
- Incumbents have an indirect impact on a larger action or process; such as serving as a single component in an approval process, where the process is “owned” by a different work unit
- May be designated to guide or organize the work of several student employees within the unit
### GENERAL SUMMARY

Recruits prospective students through promoting the University by providing information about academic programs, University services, campus life, and coordinating and facilitating campus events. Reviews applicant credentials for admission to the University.

### REPORTING RELATIONSHIPS AND TEAM WORK

Works under limited supervision of a supervisor or manager.

### ESSENTIAL DUTIES & RESPONSIBILITIES

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

- Promotes and enhances efforts to achieve the University’s enrollment target.
- Delivers individual marketing and recruiting strategies and special programs to meet enrollment goals, utilizing current market and demographic data and research techniques.
- Reviews and enforces academic program requirements and enrollment restrictions for all University schools and colleges, special programs, and five regional campuses.
- Counsels prospective applicants, parents, and counselors regarding admissions requirements, academic and athletic eligibility, program options, residency requirements, course and credit equivalencies, and alternative educational choices, where appropriate.
- Designs and edits multi-media informational and promotional materials.
- Conducts informational interviews, meetings, or programs designed to promote admission or higher education.
- Maintains and updates permanent admission records, catalog library, and other related files. Compiles official admission reports.
- Leads student employees and support staff, as assigned.
- Performs related work as required.

### MINIMUM QUALIFICATIONS

- Bachelor’s degree in related field.
- Three years of related experience.
### Job Template: Admissions Officer 2

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#### COMPETENCIES

**Knowledge of:**
- University’s admissions criteria and practices
- Available academic programs and requirements for entry
- The principles and practices of evaluating academic credentials based on different grading systems
- Federal regulations for financial aid
- Microsoft Office and related software applications
- Awareness and understanding of cultural differences and social economic strata

**Skill in:**
- Planning and organization
- Understanding students and fostering student success
- Developing and maintaining effective and appropriate working relationships

**Ability to:**
- Implement and/or deliver recruitment programs
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Produce internal campus reports
- Maintain the confidentiality of information and professional boundaries
- Critical thinking and reasoning skills, problem solving, and analysis
- Review student’s past academic performance and understand how it will fit into studies at university
Job Template: Admissions Officer 3

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P4: Level Standards

GENERAL ROLE

This level is accountable for directly providing service to any assigned work unit at the University. The service can focus on a single or a variety of job functions with varying degrees of independence. Positions at this level may supervise student or support employees.

Incumbents:

- Put into effect what is required by defined job duties and responsibilities following professional norms or established procedures and protocols for guidance.
- Alter the order in which work or a procedure is performed to improve efficiency and effectiveness.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure or practice.

INDEPENDENCE AND DECISION-MAKING

→ Supervision Received
  - Works under direction.

→ Context of Decisions
  - Decisions should involve selecting an approach from among alternatives, timing when certain tasks should be performed, determining how to best use available resources, and other similar choices.
  - Decisions require more coordination and collaboration among different sources, taking into consideration the roles and impact on work outside the immediate organization.

→ Job Controls
  - Has the latitude to make decisions on projects that they are accountable for delivering on.
  - Free to plan and carry out all phases of work assignments.
Job Template: Admissions Officer 3

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COMPLEXITY AND PROBLEM SOLVING

\(\rightarrow\) Range of issues
- Assignments are defined as less reoccurring or cyclical tasks, and primarily consist of development or refinement of programmatic or administrative objectives.

\(\rightarrow\) Course of Resolution
- Resolution and project completion require substantial planning and scheduling within the department in order to obtain and align resources when and where needed.

\(\rightarrow\) Measure of Creativity
- Problems are not amenable to strict technical resolution, requiring innovative thinking.

COMMUNICATION EXPECTATIONS

\(\rightarrow\) Manner of Delivery and Content
- Regularly provides information on finished materials to others.
- Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer's views.

SCOPE AND MEASURABLE EFFECT

- Incumbents may supervise a small homogenous department, with proportionate responsibility to perform daily responsibilities similar to the work of subordinate staff.
- Actions typically affect an individual, item, event, or incident, etc.
- Actions taken are generally done to meet reporting requirements or regulatory guidelines, or to satisfy internal checks and balances and/or existing standards.
- Incumbents are typically designated as a lead or frequently assigned project leadership roles within a specific administrative/programmatic function or specialty area.
- Generally, have a more direct impact on a larger action or process, such as serving as an approver in a process, where the process is “owned” by a different work unit.
Job Template: Admissions Officer 3

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Job Template

GENERAL SUMMARY

Serves as the most advanced resource in a specific area of admissions focus, regularly serving as a subject leader to colleagues, leadership, and external partners. Recruits prospective students through promoting the University by developing engagement activities and providing information about academic programs, University services, campus life, and coordinating and facilitating campus events. Reviews applicant credentials for admission to University.

REPORTING RELATIONSHIPS AND TEAM WORK

Works under the direction of a supervisor or manager.

ESSENTIAL DUTIES & RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Provides guidance to other admission officers on and participates in promoting, enhancing, and identifying the University’s enrollment target.
- Designs and develops area-focused marketing and recruiting strategies and special programs to meet enrollment goals, utilizing current market and demographic data and research techniques.
- Works with the marketing team to develop strategies to include events, marketing materials, multi-media resources, and distribution timing for the assigned target audience.
- Conducts informational interviews, meetings, or programs designed to promote admission or higher education.
- Prepares studies, reports, and recommendations and oversees the revision of informational and promotional materials and forms.
- Advises University personnel and public constituencies regarding admission and/or transfer to the University.
- Works with academic programs to obtain a sufficient understanding of programmatic requirements and restrictions. Ensures other admissions officers share that understanding.
- Reviews and enforces academic program requirements and enrollment restrictions for all University schools and colleges, special programs, and five regional campuses.
Counsels prospective applicants, parents, and counselors regarding admissions requirements, academic and athletic eligibility, program options, residency requirements, course and credit equivalencies, and alternative educational choices, where appropriate.

Leads staff, including student workers and support staff, as assigned

Performs related work as required.

**MINIMUM QUALIFICATIONS**

- Bachelor’s degree in related field.
- Five years of related experience.

**COMPETENCIES**

Knowledge of:

- University’s admissions criteria and practices, considerable knowledge of
- Available academic programs and requirements for entry
- The principles and practices of evaluating academic credentials based on different grading systems, considerable knowledge of
- Federal regulations for financial aid
- Microsoft Office and related software applications
- Awareness and understanding of cultural differences and socioeconomic strata

Skill in:

- Implementing strategic recruitment programs
- Collaborating, planning and organization work within and across teams
- Understanding students and fostering student success
- Developing and maintaining effective and appropriate working relationships within across teams
- Critical thinking and reasoning skills, problem solving and analysis
- Analyzing available information, drawing conclusions and understandings, and presenting such conclusions effectively to senior management

Ability to:

- Work collaboratively with internal partners to develop standards and policies for admissions
- Communicate effectively through both oral and written means
Job Template: Admissions Officer 3

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- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Produce internal campus reports
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, develop conclusions, and present recommendations to manager
- Review past student academic performance and understanding how it will fit into studies at the university
**Job Template: Admissions Manager**

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**M5: Level Standards**

**GENERAL ROLE**

This level is the first with the primary function of managing employees. Incumbents may initiate and communicate a variety of staffing actions.

Oversees the day-to-day operations of a group of employees. Responsible for training and development of subordinate staff, estimating staffing needs, assigning work, meeting completion dates, and interpreting and ensuring consistent application of organizational policies. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:
- Alter the order in which work or a procedure is performed.
- Recommend or implement modifications to practices and procedures to improve efficiency and quality, directly affecting the specific office operation or departmental procedure.
- Distribute work and monitor workload among staff.

**INDEPENDENCE AND DECISION-MAKING**

→ **Supervision Received**
  - Works under direction.
  - Seeks approvals when significant changes to process steps are considered and additional resources for task completion are required.

→ **Context of Decisions**
  - Decisions are driven by office/departmental policy and procedures.

→ **Job Controls**
  - Free to plan and carry out all phases of work assignments, including the oversight of staff.
  - Has the latitude to make daily operational decisions.

**COMPLEXITY AND PROBLEM SOLVING**

→ **Range of issues**
  - Issues tend to be operational in nature.

→ **Course of Resolution**
Job Template: Admissions Manager

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- Identifies issues and gathers facts. Understands the smallest details of an assigned area.

→ Measure of Creativity
- Problems can be resolved within provided guidelines.
- Problems are not amenable to strict technical resolution, requiring innovative thinking.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content
- Diplomatically and effectively deliver information difficult to understand or in contrast with a student or customer’s views.

SCOPE AND MEASURABLE EFFECT

Incumbents:
- Manage a small homogenous department.
  OR
- Manage a larger process-oriented area whose members perform like activities.

- Actions regularly affect a department or a project outcome with office/programmatic impact.
- Actions generally have a direct impact on controlling such things as staff size and nature of work and scope of services.
- Performance results tend to relate to efficiency, fiscal practices and standing, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.
Job Template: Admissions Manager

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GENERAL SUMMARY

Manages and provides advanced services in the admissions areas of focus. Incumbents manage staff and serve as the designated leader. Regularly respond to unique circumstances and situations outside of the routine delivery of services in an area of responsibility.

REPORTING RELATIONSHIPS AND TEAM WORK

Works under direction of a manager. Manages the day-to-day operations and a group of employees.

ESSENTIAL DUTIES & RESPONSIBILITIES

The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.

- Assists in developing, evaluating, interpreting, and enforcing admissions policies, procedures, and strategies.
- Oversees hiring, training, supervision, and evaluation of staff.
- Performs office management duties for the program. Determines workflow, monitors, and processes necessary paperwork and maintenance of records and filing system.
- Monitors the processes and procedures of admissions programs.
- Prepares studies, reports, and recommendations and oversees the revision of informational and promotional materials and forms.
- Serves as a resource regarding admissions practices, policies, and systems.
- Responds to questions about University programs and requirements and campus life; makes referrals to other University offices as necessary.
- Evaluates effectiveness of existing policies and procedures and recommends changes.
- Manages the implementation of new initiatives, requiring the coordination among staff and across University offices.
- Performs related work as required.

MINIMUM QUALIFICATIONS

- Bachelor’s degree in related field.
- Six years of related experience. Two years must be serving in an advanced capacity.
Job Template: Admissions Manager

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**COMPETENCIES**

**Knowledge of:**
- Principles and practices of employee supervision
- Federal, state, and University regulations
- Data trends as it relates to demographics, immigration, and college age populations
- Microsoft Office and related software applications

**Skill in:**
- Data research
- Planning and organization
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving and analysis

**Ability to:**
- Evaluate data trends for admission decision making
- Develop training materials
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Maintain the confidentiality of information and professional boundaries
- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management
**Job Template: Associate Admissions Director**

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## M7: Level Standards

### GENERAL ROLE

This level is accountable for providing management of a moderate- to notably-sized department charged with providing a variety of cross-disciplinary services. Incumbents should have oversight of professional and non-professional staff, as well as business and/or administrative operations. Positions at this level do not exclusively serve as the supervisory level to only student employees.

Incumbents:

- Modify practices and procedures to improve efficiency and quality of service delivered by subordinate staff.
- Research and apply better ways to effectively achieve end results by, for example, arranging/rearranging the way work is performed, changing elements of processes, and adding or deleting new or unnecessary capabilities/functionality for subordinate staff, as needed.
- Set staff objectives, immediate- and/or long-term, as a means to fulfill departmental or division initiatives.
- Provide analytical, technical, and advisory support to more senior members within the same disciplinary track.
- May determine how to achieve directives set by directors, at a department level.

### INDEPENDENCE AND DECISION-MAKING

**→ Supervision Received**

- Works under general direction.
- Seeks assistance only when unique situations arise, coupled with financial impact to the division, and political consequence.

**→ Context of Decisions**

- Work is focused on and regulated by specific division goals and milestones.

**→ Job Controls**

- Incumbents act based on own judgement as long as actions adhere to division policies and operating procedures, and remain focused on the division and departmental objectives.
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- Subject to managerial controls through conferences, review of reports, and occasional departmental visits.
- Managerial controls are exercised on incumbents for matters of policy development and coordination, intermediate- and long-range planning, budgetary, and human resources based matters.

COMPLEXITY AND PROBLEM SOLVING

→ Range of issues
- Problems are unique and unexpected.
- Challenges for problems arise due to lack of precedent or policy at a division or University level.

→ Course of Resolution
- Problems require response/adaptation to changing conditions or circumstances, necessitating enterprise and new approaches.
- Problem resolution should frequently require collaboration and coordination with units internal to the division, with occasional collaboration and coordination outside the division.

→ Measure of Creativity
- Incumbents are required to develop new policy for approval and conceptualize an implementation plan for new procedures or processes due to the new policy.

COMMUNICATION EXPECTATIONS

→ Manner of Delivery and Content
- Deliver statements and information in a combined persuasive and motivational fashion to subordinate staff, departmental and University administrators, and the campus community as a whole.

SCOPE AND MEASURABLE EFFECT

- Manage a department of notable size, complexity, and significance that, in part, directly affects how well the organization to which the department belongs operates.
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- Actions regularly affect a department or a project outcome with division-wide impact.
- Actions generally have a direct impact on controlling such things as program scope, staff size and nature of work, scope of services, operating budget, etc.
- Actions may have high-risk financial, compliance, political or safety implications.
- Performance results tend to related to efficiency, degree of waste/cost overruns, quality/continuous improvement, timeliness, resource allocation/effectiveness, etc.
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**Job Template**

**GENERAL SUMMARY**

Manages the day-to-day operations for any of the service areas within admissions.

**REPORTING RELATIONSHIPS AND TEAM WORK**

Works under general direction of the Director of Admissions. Supervises admissions staff, and the administrative and business operations of an admissions work unit.

**ESSENTIAL DUTIES & RESPONSIBILITIES**

*The intent of this section is to list the primary, fundamental responsibilities of the job – that is, the duties that are central and vital to the role.*

- Interfaces with internal and external partners, leadership, and subject matter experts to identify key issues, develop recommendations, and implement project plans.
- Supervises subordinate staff in hiring, training, supervising, and evaluating the professional and support staff, in their area(s) of responsibility.
- Establishes goals, policies, procedures, and priorities.
- Supervises and coordinates territory management for the staff to market the best opportunities of recruitment nationwide and internationally.
- Performs complex data analysis and develops solutions that serve students, faculty, and staff.
- Streamlines and standardizes business processes while developing an environment of continuous process improvement. Works collaboratively with academic and administrative members of the University to review and improve policy and procedure.
- Creates and manages relationships with business partners across the University community to improve business processes.
- Counsels and guides applicants regarding academic programs and requirements, eligibility and options.
- Serves as admissions liaison with assigned University programs and departments; has final authority in admissions decisions of recruited students in assigned departments; responsible for the ultimate decision on all high-risk students.
- Participates in professional and technical conferences and workshops.
- Manages staff responsible for maintaining internal office files, records, and data collections.
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- Performs related work as required.

**MINIMUM QUALIFICATIONS**

- Bachelor’s degree in related field.
- Seven years of related experience. One year’s experience must be: (1) overseeing large projects OR (2) in a supervisory capacity over a small unit.

OR

- An advanced degree in a related field
- Five years of related experience. One year’s experience must be: (1) overseeing large projects OR (2) in a supervisory capacity over a small unit.

**COMPETENCIES**

Knowledge of:

- Principles and practices of employee supervision
- Practices and procedures in admissions, considerable knowledge required
- Data trends as it relates to demographics, immigration, and college age populations
- Federal, state, and University regulations
- Support systems for data management
- Microsoft Office and other related software applications

Skill in:

- Planning and organization
- Understanding students and fostering student success
- Developing and maintaining effective and appropriate working relationships
- Critical thinking, problem solving, and analysis

Ability to:

- Evaluate data trends for admission decision making, considerable ability required
- Communicate effectively through both oral and written means
- Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds
- Maintain the confidentiality of information and professional boundaries
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- Work independently to analyze available information, draw conclusions and understandings, and present such conclusions effectively to senior management.