**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/functionalities 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 Receive*d

* 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.
* 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.
* 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.

**Job Template**

**GENERAL SUMMARY**

Provides strategic communications and marketing leadership for a division to advance the visibility and reputation of the University. Manages a large staff of advanced communication/marketing professionals in the development and implementation of a multifaceted communications program with a major marketing focus for revenue-dependent educational offerings that also has a direct impact on the University.

**REPORTING RELATIONSHIPS AND TEAMWORK**

Works under the general direction of an administrator with a dotted line to the Vice President for University Communications, or their designee. Manages technical and administrative operations and a large staff of communication/marketing professionals. Position also provides oversight and guidance to all communications/marketing professionals reporting elsewhere within the division.

**ESSENTIAL DUTIES AND 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.*

* Leads professional communications and marketing staff in the planning, development, implementation, management and measurement of marketing and communications functions focused on engaging audiences, advancing recruitment, increasing enrollment, and enhancing the Division’s reputation.
* Develops and implements short- and long-term marketing, promotional, outreach, and recruitment goals that span across all marketing and communications platforms.
* Manages the overall operation of the unit and a wide range of services provided to the Division, such as writing, copywriting, graphic design, print design, photography, multimedia production, web development, social media, customer relationship management (CRM) systems, marketing campaigns, branding, messaging, and other creative services.
* Manages the unit’s budget; monitors approved budget and approves expenditures. Assesses performance of marketing investments, vendor usage and return on investments; measures marketing strategy effectiveness to achieve maximum results and operational efficiency.
* Participates in Divisional marketing planning, policy development, procedure and workflow analysis and improvement, as well as staffing and needs assessments, recruitment and hiring activities for in-house, project and contracted staff and vendors.
* Serves as an expert resource, advising faculty, staff, and administrators throughout the Division regarding publicity/marketing needs and communication activities such as the promotion of programs, special events, or services for specific clientele and prospective students.
* Manages the development and publication of advertising and promotional materials, including design, budgeting, deadlines, and distribution plans; provides oversight and art direction to ensure high-quality materials meet University standards and support the Division’s strategic plan, brand, and mission.
* Manages advertising campaigns, including sponsorships, media buys, and other key marketing opportunities; manages interaction with consultants and third-party vendors to ensure needs are being met; evaluates vendor contracts and invoices, and ensures contractual deliverables are met.
* Collaborates with University Communications, Office of Diversity & Inclusion, Development, Alumni Relations, and other internal and external key stakeholders, partners, and sponsors to integrate marketing strategies, maximize publicity, and enhance engagement, awareness, fundraising, and participation in programs.
* Represents and promotes the Division at appropriate regional, national and/or international conferences, meetings and forums; serves as a member of various internal and external committees and teams; provides presentations to large and small audiences.
* Maintains current marketing and communications knowledge, industry trends and best practices using print, digital and social media.
* Performs related work as required.

**MINIMUM QUALIFICATIONS**

* Bachelor’s degree in related field.
* Eight (8) or more years of related experience.
* Three or more years’ experience serving as a manager of a moderate sized unit within the communications or publicity/marketing field.

OR

* Master’s degree in a related field.
* Six (6) or more years of related experience.
* Three or more years’ experience serving as a manager of a moderate sized unit within the communications or publicity/marketing field.

**COMPETENCIES**

**Knowledge of:**

* Principles and processes assessing customer needs, interests and motivation and evaluating service standards and customer satisfaction.
* Principles and methods of marketing strategy tactics and techniques.
* Media production, communication, and dissemination techniques and methods, including social media platforms.
* Project management systems and tools.

**Skill in:**

* Supervisory experience and leading cross-disciplinary teams.
* Strategic planning, resource allocation and coordination of people and resources.
* Identifying measures and analyzing key performance indicators and the actions needed to improve outcomes or correct performance, relative to program goals.
* Public relations.
* Critical thinking, problem solving and analysis.
* Developing and maintaining effective and appropriate working relationships.

**Ability to:**

* Communicate with senior management.
* Develop and evaluate workshops/training courses/curricula appropriate to the program.
* Communicate effectively through oral and written means and visual media.
* Respect diversity and work collaboratively with individuals of diverse cultural, social and educational backgrounds.
* Interpret educational records and program data and analyze and generate program and financial reports.
* Maintain the confidentiality of information and professional boundaries.