

ADMINISTRATIVE STAFF CLASSIFICATION AND TITLE GUIDE

Group	Job Scope and Responsibilities	Independence/ Impact	Knowledge/Skill/Competencies	Minimum Qualifications
Specialist/Assistant (Salary Grade 01)	<ul style="list-style-type: none"> ➤ Accomplishes specific job responsibilities, pre-determined work steps, or established activities within the area, in support of the overall operations of the area ➤ Acts as point of contact and information resource; responds to inquiries and requests ➤ Ensures that customers receive accurate information and appropriate assistance ➤ Assists customers to resolve issues, discrepancies, and problems ➤ Processes forms, documents, requests, and other correspondences according to College policies and procedures ➤ Compiles and interprets information and data; maintains databases, files, tracking sheets, and records ➤ Verifies and clarifies information; ensures accuracy of data; identifies discrepancies and errors, researches and reconciles information ➤ Verifies that procedures are followed and forms are completed correctly. ➤ Coordinates with co-workers and supervisors to accomplish projects and assignments ➤ Keeps supervisors apprised of project status and issues ➤ May make presentations, facilitate training sessions, and educate others regarding area of responsibility ➤ May lead, guide, and oversee the work of a limited number of classified staff and/or student workers 	<ul style="list-style-type: none"> ➤ Interprets and applies applicable regulations, rules, policies, guidelines and standard operating procedures ➤ Performs work based on general or standard operating procedures, with some leeway regarding approach or deviation from norms based on direct experience and knowledge of past practice ➤ Problem solving involves reviewing and evaluating generally routine problems and resolution may involve selecting from established procedures and precedents ➤ Independent judgment and discretion are involved to make decisions in defined area of responsibility 	<ul style="list-style-type: none"> ➤ Fundamental knowledge in area of responsibility ➤ Understands the goals and objectives of the department, and own job standards ➤ Organizational and time management skills ➤ Customer service skills; ability to interpret and resolve customer issues in a timely, accurate, and professional manner ➤ Ability to participate as an active team member; ability to collaborate with others ➤ Ability to work with high volumes of complicated data and information under time constraints ➤ Ability to make sound decisions and judgments within applicable regulations, rules, policies, and guidelines ➤ Ability to define issues/problems, collect information, establish facts, and draw valid conclusions ➤ Accuracy and attention to detail ➤ Ability to maintain confidentiality ➤ Ability to use a personal computer and applicable software and systems 	<ul style="list-style-type: none"> ➤ Typically requires an Associate's degree (or two years of college level course work), plus two or more years of relevant experience ➤ Substitution: Bachelor's degree can substitute for two years of relevant experience. Experience can be substituted for the required education on a one-year for one-year basis. ➤ Specific requirements for individual positions may vary.

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Administrator/ Coordinator (Salary Grades 02-03)	<ul style="list-style-type: none"> ➤ Accountable for administering, coordinating, and executing a specific, on-going initiative within a division or department ➤ Performs work based on general descriptions of goals, objectives, and plans for the defined initiative or program, typically under the direction of a Director ➤ Interprets goals and uses past experience with general policies or guiding principles in order to make decisions ➤ May serve as departmental resource on procedural, administrative or operational issues ➤ May direct the work of others (contractors or CCP employees) in support of the designated initiative/program ➤ May directly supervise other CCP administrative employees 	<p>For non-supervisory staff:</p> <ul style="list-style-type: none"> ➤ Accountable to department management for planning own work within the context of the department's objectives and for handling all job responsibilities efficiently and effectively <p>For supervisory staff:</p> <ul style="list-style-type: none"> ➤ Plans and oversees the daily work of staff, including scheduling work, setting performance standards and ensuring adherence ➤ Accountable to department leadership for ensuring high levels of performance of self and staff ➤ May make recommendations to department management on human resources issues such as hiring, termination, performance reviews, promotions, etc. for own staff 	<ul style="list-style-type: none"> ➤ Knowledge of division/department's objectives and goals and how own job contributes ➤ Working knowledge in area of responsibility ➤ Solid understanding of work flow, process steps and professional standards for the function ➤ Organizational and time management skills ➤ Ability to set priorities for self and manage own time, effort and activities <p>For supervisory staff:</p> <ul style="list-style-type: none"> ➤ Ability to learn and apply supervisory skills 	<ul style="list-style-type: none"> ➤ Typically requires an Associate's degree (or two years of college level course work), plus four or more years of relevant expertise ➤ Substitution: Bachelor's degree can substitute for two years of relevant experience. ➤ Experience can substitute for the required education on a one-year for one-year basis. ➤ Specific requirements for individual positions may vary.

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Analyst/Manager/ Associate Director (Salary Grade 03-04)	<ul style="list-style-type: none"> ➤ Performs highly specialized independent work of a complexity that demonstrates leadership in the field ➤ May serve as a consultant to management and as a significant contributor to technical planning for the College ➤ May design and implement major business and academic systems <p>AND/OR</p> <ul style="list-style-type: none"> ➤ Directly supervises other CCP administrative employees ➤ Supports the work of the Director by overseeing one or more specific functions within a department <p>Titling Guidelines:</p> <p>Analyst – no supervisory responsibilities; serves as an individual contributor</p> <p>Manager – supervisory responsibilities for a named organizational unit or a functional area within a department</p> <p>Associate Director – Supports Director in overseeing the Department; no named organizational sub-unit</p>	<p>For non-supervisory staff:</p> <ul style="list-style-type: none"> ➤ Accountable to department management for planning own work within the context of the department's objectives and for handling all job responsibilities efficiently and effectively <p>For supervisory staff:</p> <ul style="list-style-type: none"> ➤ Plans and oversees the daily work of staff, including scheduling work, setting performance standards and ensuring adherence ➤ Accountable to department leadership for ensuring high levels of performance of self and staff ➤ May make recommendations to department management on human resources issues such as hiring, termination, performance reviews, promotions, etc. for own staff 	<ul style="list-style-type: none"> ➤ In-depth knowledge in area of specialization with working knowledge in related areas ➤ Solid knowledge of standards for the area, operational processes and procedures, work and task flow ➤ Ability to manage own work to job and performance standards <p>For supervisory staff:</p> <ul style="list-style-type: none"> ➤ Strong managerial and team-building skills ➤ Ability to motivate direct and indirect reports to achieve goals 	<ul style="list-style-type: none"> ➤ Typically requires a Bachelor's degree, plus five or more years of directly relevant, progressively responsible expertise ➤ May require experience in work leadership, supervision, or project management ➤ Substitution: For some positions, experience may substitute for the required education on a one-year for one-year basis. ➤ Specific requirements for individual positions may vary.

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Director (Salary Grade 04-05)	<ul style="list-style-type: none"> ➤ Manages strategic program direction, design and operation ➤ Designs and develops solutions for major business or functional challenges ➤ Recommends department/program/project concept, operations and/or implementation ➤ Reviews, analyzes and evaluates effectiveness and recommends enhancements ➤ Advises other CCP leaders or supervisory-level staff in program implementation as needed ➤ Reports to VP, AVP, Dean or Director ➤ Develops and administers budgets <p>Leadership Responsibility:</p> <ul style="list-style-type: none"> ➤ Directly supervises other CCP administrative employees in a designated department <p>AND/OR</p> <ul style="list-style-type: none"> ➤ Represents CCP in oversight of external contractors performing projects of significant size and scope ➤ Negotiates agreements with external contractors ➤ Manages a project team through setting expectations, defining roles and evaluating outcomes 	<p>For management staff:</p> <ul style="list-style-type: none"> ➤ Has authority for managing the work processes and staff of a department ➤ Accountable to division management to develop and implement strategic and operational plans for area of responsibility ➤ Manages department's daily operations and human resources issues ➤ Designs, develops and implements appropriate organizational structure and ensures appropriate staffing and performance levels are achieved and sustained <p>For non-management staff:</p> <ul style="list-style-type: none"> ➤ Develops objectives and work plans for self, consistent with the department's objectives, and achieving and sustaining performance levels required to attain objectives 	<ul style="list-style-type: none"> ➤ Advanced knowledge in area of specialization with broad knowledge of related areas ➤ Significant experience in field of expertise ➤ Ability to forecast and manage budgets and other resource requirements for area of responsibility ➤ Strong managerial and team-building skills ➤ Ability to motivate direct and indirect reports to achieve goals ➤ General understanding of College structure, policies and practices and the impact on own area ➤ Expertise in understanding and following project plans, including the coordination of multiple resources and activities ➤ Ability to coordinate interdependencies of work within the area and resources from outside the area ➤ Ability to exchange information and work collaboratively with colleagues within and outside of the College 	<ul style="list-style-type: none"> ➤ Typically requires a Bachelor's degree, plus six or more years of directly relevant, progressively responsible expertise ➤ Management positions typically require experience in work leadership, supervision, or project management ➤ Substitution: For some positions, experience may substitute for the required education (or vice versa) on a one-year for one-year basis. A Master's degree may substitute for work experience. ➤ Specific requirements for individual positions may vary.

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Director/ Assistant Dean (Salary Grade 05-06)	<ul style="list-style-type: none"> ➤ Leads a department or critical initiative at the College ➤ Executes the operational plan and leads operations of a single department or function ➤ Directly supervises other CCP employees ➤ Manages HR issues including staffing, hiring, termination and discipline, setting performance standards, coaching and evaluating staff, making pay decisions, and organizing and scheduling work loads and work flow ➤ Plans and manages budget for own area of responsibility ➤ Allocates resources to meet fluctuating operating project or program needs 	<ul style="list-style-type: none"> ➤ Accountable for developing and implementing strategic and operational plans for a area of responsibility ➤ Manages department's daily operations and human resources issues ➤ Designs, develops and implements appropriate organizational structure and ensures appropriate staffing and performance levels are achieved and sustained 	<ul style="list-style-type: none"> ➤ Significant experience in field of expertise ➤ Broad understanding of the external environment and how it affects CCP ➤ Strong team-building skills ➤ Ability to translate College-wide strategies and priorities into strategic and operational plans for own area ➤ Ability to forecast and manage budgets and other resource requirements for area of responsibility ➤ Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment ➤ Ability to motivate direct and indirect reports to achieve goals 	<ul style="list-style-type: none"> ➤ Typically requires a Bachelor's degree, plus seven or more years of directly relevant, progressively responsible expertise, including supervisory experience ➤ Substitution: For some positions, experience may substitute for the required education (or vice versa) on a one-year for one-year basis. A Master's degree may substitute for work experience. ➤ Specific requirements for individual positions may vary.

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Assistant Vice President (Salary Grade 06)	<ul style="list-style-type: none"> ➤ Leads multiple departments and areas within a division with a college-wide scope of responsibility ➤ Is accountable for developing and implementing components of the division's strategic and operational plans, goals, and policies ➤ Is responsible for policy recommendation, implementation, and interpretation ➤ Executes the operational plans for multiple departments or areas within a division and is responsible for performance and goal achievement of those areas ➤ Provides leadership in significant financial or budgetary matters that affect all activities of the college ➤ Leads through managers and supervisors has responsibility for all aspects of personnel management within assigned areas, including selection, performance evaluation, promotion decisions, grievances or disciplinary actions, termination decisions, etc. ➤ May serve as Division Head in VPs absence 	<ul style="list-style-type: none"> ➤ Makes decisions and resolves complex problems having a significant impact on the department, division, and potentially the mission of the College ➤ Makes decisions regarding department-level priorities, long-term objectives and strategic initiatives ➤ Makes recommendations regarding Division-level priorities, long-term objectives and strategic planning 	<ul style="list-style-type: none"> ➤ Significant expertise in multiple areas of responsibility ➤ Knowledge of the laws, regulations, rules, policies, guidelines, principles and best practices that govern of affect operations of assigned areas of responsibility ➤ Broad understanding of the external environment and how it affects academia in general and CCP in particular, including political, legal, educational, financial, and social influences ➤ Broad and deep understanding of the structure, operations, human resources, and finances of the College and the complexities of their interdependence ➤ Ability to translate College-wide strategies and priorities into strategic and operational plans and policies for own areas ➤ Ability to understand the impact of own areas on the College and to contribute to the development of the College's strategic plan ➤ Proven leadership skills and managerial expertise, and ability to motivate and empower direct and indirect reports to achieve priorities and expectations ➤ Ability to forecast and manage college-wide and multi-division budgets and other resources requirements ➤ Ability to partner with others across 	<ul style="list-style-type: none"> ➤ Typically requires a Master's degree, plus seven or more years of directly relevant, progressively responsible expertise, including supervisory experience ➤ Substitution: For some positions, experience may substitute for the required education (or vice versa) on a one-year for one-year basis.

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			<div>the College and externally develop strategies and plans</div> <div><div>➤</div>Ability to influence others of the benefits/importance of an idea or plan of action and to gain their support or commitment</div> <div><div>➤</div>Strong negotiation skills and ability to reach mutual points of agreement and benefit among peers, colleagues, senior leaders, and external stakeholders</div>	

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Associate VP/Dean (Salary Grade 07)	<ul style="list-style-type: none"> ➤ For administrative positions: Provides leadership and oversight of one or more defined departments within a Division, including overseeing the day-to-day operations and activities of all functions, recommending changes to policies and procedures, and assisting with developing and implementing strategic plans, performance metrics, and other initiatives ➤ For academic positions: Provides leadership and oversight of one or more defined academic units, responsible for curriculum development, management of faculty and staff, responding to student concerns, as well as development, implementation and evaluation of academic and administrative policies ➤ Provides leadership and direction for assigned areas within the Division; Assists VP with supervising and providing guidance to faculty and/or staff in the Division; communicates mission and values of the Division and College ➤ Administers and directs all functions, programs, and policies under areas of responsibility; establishes functional priorities and objectives ➤ Leads through managers and supervisors; has responsibility for all aspects of personnel management within assigned areas, including selection, performance evaluation, promotion decisions, grievances or disciplinary actions, termination decisions, etc. ➤ Develops, administers, executes, and monitors the departmental or Division budgets and grants ➤ Supports the VP by independently managing special projects, resolving disputes, representing the Division and College both internally and externally ➤ Works collaboratively with staff within and across Divisions to ensure effective operations, compliance with legal and procedural requirements, and consistency with goals and objectives ➤ May serve as Division Head in VPs absence 	<ul style="list-style-type: none"> ➤ Makes decisions and resolves complex problems having a significant impact on the department, division, and potentially the mission of the College ➤ Makes decisions regarding department-level priorities, long-term objectives and strategic initiatives ➤ Makes recommendations regarding Division-level priorities, long-term objectives and strategic planning 	<ul style="list-style-type: none"> ➤ Same as VP; see below. 	<ul style="list-style-type: none"> ➤ Typically requires a Master's degree (or Doctorate, depending on position) ➤ Plus at least seven years of progressively responsible relevant experience, including some experience in a management-level capacity ➤ Specific requirements for individual positions may vary.

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Vice President (Salary Grade 08)	<ul style="list-style-type: none"> ➤ Serves as Chief Executive of a College Division ➤ Has overall responsibility and accountability for short-term objectives and strategic planning, as well as all programs, functions, activities, and outcomes of the Division ➤ Provides executive leadership, management and supervision for all operations of the Division ➤ Formulates, implements, monitors, and modifies the Division's plans, objectives, policies and procedures ➤ Develops, administers, executes, and monitors the Division's budget ➤ Represents the Division and the College to both internal and external stakeholders, constituents, and customers ➤ Develops, maintains, and monitors performance metrics for the Division ➤ Serves on the President's cabinet, provides advice and counsel to the President ➤ Manages and supervises staff, both directly and indirectly through subordinate supervisors 	<ul style="list-style-type: none"> ➤ Makes decisions and resolves complex problems having a significant impact on the mission of the College ➤ Makes decisions regarding Division-level priorities, long-term objectives, and strategic initiatives ➤ Leadership, judgment, risk-management, and keen analytic skills are essential to resolving complex issues affecting the Division and the College 	<ul style="list-style-type: none"> ➤ Expert-level knowledge in areas of responsibility and accountability ➤ Extensive knowledge of the College's mission, academic plans, and administrative policies/procedures ➤ Knowledge of higher education environment and practices; understanding of best practices in designated areas or fields ➤ Knowledge of the laws, regulations, rules, policies, guidelines and principles that govern or affect operations of assigned Division ➤ Skills in the area of strategic planning, long-range forecasting, and development of Division-wide goals and objectives ➤ Strong interpersonal skills, ability to collaborate with a wide range of stakeholders and constituents ➤ Skill in analyzing and communicating potential impacts of changes in regulations or policies ➤ Ability to lead and motivate faculty and/or staff ➤ Ability to engage in short- and long-term planning and implementation, including goal-setting, establishment of benchmarks or metrics, and assessment ➤ Ability to forecast and anticipate future needs of the Division and College ➤ Ability to build rapport and maintain positive working relationships within the College community and externally ➤ Ability to demonstrate sensitivity, understanding, and respect for individuals of varying social, economic, cultural, ideological, and ethnic backgrounds ➤ Skill in communicating management priorities 	<ul style="list-style-type: none"> ➤ Typically requires an advanced degree (such as a JD, Masters or Doctorate, depending on position) ➤ At least seven years of progressively responsible relevant experience and at least three years of experience in a senior-level capacity. ➤ Specific requirements for individual positions may vary.

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			<ul style="list-style-type: none">➤ Skill in analyzing data and trends for planning and budget purposes➤ Skill in identifying and resolving problems that may impact the mission of the Division and College➤ Skill in negotiations, conflict resolution, and problem management➤ Skill in mentoring and training employees with varying educational backgrounds and aptitudes	