

Level	Role	Impact and Complexity	Requirements
M5	<p>Responsible for planning and overseeing a significant and complex functional area or its equivalent.</p> <p>Formulates policies, strategies, and systems that best position the University in the competitive marketplace. Directs critical programs or functions through a diverse team of subordinate managers. May manage multiple layers of managers.</p> <p>Informs the University's long-term strategic vision. Accountable for managing and communicating long-term direction and achieving broad strategies within functional area that link directly to University-wide objectives.</p>	<p>Situations encountered are often unique and require the development of new approaches to problem solving.</p> <p>Develops and implements new initiatives to address complex problems and/or capitalize on opportunities. Develops systems, methods or approaches, and operating procedures. Responsible for integrating and aligning strategic plans for area with the University as a whole, assessing long-term needs and establishing objectives for a function.</p> <p>Decisions are guided by broad operating plans and strategic vision. Often the main decision point on issues that have major and long-term consequences for the University. Position provides long-term planning, legal compliance, budget management, and adherence to University policies for a major function. Work impacts the results of the University through the achievement of unit strategies.</p>	<p>Expert knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's or postgraduate degree or equivalent and more than 10 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts. This will include significant experience in managing financial and human resources as well as experience developing, gaining support for, and executing short- and long-term strategic plans.</p>
M4	<p>Responsible for planning and overseeing diverse activities within a planning unit or functional area of the institution. Typically directs significant programs and operations through subordinate managers and professionals.</p> <p>Sets strategies and objectives that align with the overall strategy of the University.</p> <p>May contribute to University strategy development. Accountable for managing and communicating long-term direction and achieving broad strategies within the functional area.</p>	<p>Situations require analytical or evaluative thinking. There are significant intangibles or uncertainties.</p> <p>Coordinates and integrates diverse activities within a planning unit or functional area. Develops and manages budgets and business plans.</p> <p>Breaks down University and planning unit strategies into meaningful strategies and goals that affect the work activities and performance of one or more departments. Oversight is limited to special situations requiring advice or joint problem solving. Departs from standard protocols and methods in order to address unique and complex problems. Work significantly impacts the results of the planning unit.</p>	<p>Seasoned knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's degree in a related field of study and 6 or more years of professional experience within functional area including experience managing a team of professional employees. Knowledge permits the employee to structure systems and solve problems touching multiple programs, systems, and business functions.</p>
M3	<p>Typically responsible for the management of a unit performing diverse but related tasks. Responsible for work and budget planning for assigned functions.</p> <p>Contributes to the operational plans of the division, school, or major functional area. Accountable for achievement of short-term operational objectives within area/department.</p>	<p>Work is performed in accordance with professional standards or defined principles. Guidelines normally require interpretation to ensure appropriate application. Decision making occurs in a context where solutions may be found from many diverse alternatives and there is often uncertainty and a lack of information.</p> <p>Work requires interpretation and application of the function's operational strategy in order to set objectives for the department or unit. Work impacts the achievement of results within the job function or department.</p>	<p>Knowledge and expertise in concepts, principles, and practices of designated field typically obtained through a Bachelor's degree in a related field of study and 3 to 5 years of professional experience including significant management experience.</p>
M2	<p>Supervises/manages a work unit and typically has full authority for personnel actions for unit/team.</p> <p>May contribute to perspectives in the development of the area's operational plan. Accountable for achievement of job area's operational objectives.</p>	<p>Differing situations require search for solutions from several alternatives. There may be uncertainty or a lack of information that requires investigation.</p> <p>Work is performed in accordance with established organization policies or external regulations that may require some interpretation and/or selection to ensure that proper procedures are followed. (A policy is defined as a statement that guides decisions and actions.) Work has a significant impact on the achievement of results and operational objectives within the wider job area.</p>	<p>Knowledge and expertise in designated field typically obtained through a Bachelor's degree in a related field of study and 2 or more years of experience within functional area including supervisory experience.</p>
M1	<p>Supervises work activities. May have significant input for personnel actions for team. Position at this level may have a portion of time spent on performing duties similar to those of direct/indirect report in the department, however, supervisory activities must be a primary job function.</p> <p>Accountable for the effectiveness and productivity of area.</p>	<p>The responsibilities for this position are clearly defined. Typically solves technical and operational problems using established guidelines and procedures.</p> <p>Works under general supervision and work progress/outcomes are reviewed for soundness of judgment and overall thoroughness and accuracy. Supervises workflow and processes that are clearly defined and routine. Work is guided by policies and standards. Work impacts the day-to-day objectives and results of job area.</p>	<p>Knowledge and expertise in designated field typically obtained through an Associate's degree and 2 or more years of lead and/or supervisory experience.</p>