

The University of Central Florida

CAREER LEVEL DEFINITIONS

Career Level	Job Scope and Major Responsibilities	Complexity/Impact	Knowledge, Education and Experience ¹ (Academic)	Knowledge, Education and Experience ¹ (Non-Academic)
Academic: Vice President or Vice Provost Non-Academic: Vice President	<ul style="list-style-type: none"> • Accountable for development and achievement of a major division of the University's strategic plan, goals, and policies • Oversees the development of the operational plan for a major division of the University with tactical guidance from direct reports • Plans, develops, and oversees budget for major division of the University, ensuring alignment with University strategic priorities • Manages staffing plan for major division of the University, including planning for needed additional hires and/or reductions in force • Responsible for people management of the major division of the University leaders, including staffing, setting performance standards, evaluating staff, and development and training. Role in setting staff salaries depends on level of job and reporting relationship • Reports to President and/or Provost 	<ul style="list-style-type: none"> • Works with very limited oversight from President and/or Provost with a significant degree of latitude for independent action on strategy and operations. Specific actions are guided primarily by institutional strategy, professional standards, operational plans, and expected outcomes for the institution • Decisions and actions have a direct impact on achievement of the strategic goals of the University as a whole • Problems encountered often involve the entire institution and outside entities. Problems are often complex, broad in scope and implications, and are often unprecedented with no clear solution. Often works cross-functionally and with the President of the University and/or Provost to solve problems and implement changes • Resolution requires in-depth analysis, cross-functional assessment and understanding of University's strategic direction. Solutions must consider the complex interdependencies 	<ul style="list-style-type: none"> • PhD generally required • Typically 15+ years of relevant experience, with significant experience in Higher Ed 	<ul style="list-style-type: none"> • Master's degree required • Typically 15+ years of relevant experience
	<ul style="list-style-type: none"> • Broad understanding of the external environment and how it affects academia in general and the institution in particular, including political, legal, environmental, educational, financial, and social influences¹ • Proven leadership skills and managerial expertise and ability to motivate and empower direct and indirect reports to achieve the institution's expectations • Experience working cross-functionally to achieve institutional goals 			

¹ Note: Experience will be reviewed further as position descriptions are collected and mapped to levels. The goal is to record the typical; exceptions may be made on an individual basis.

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Academic: Associate Vice Provost Non-Academic: Associate Vice President</p>	<ul style="list-style-type: none"> Leads the development of one or more college or department's strategic plan, goals, and policies Leads the development of the operational plan for a college or department Accountable for execution of the operational plan for a college or department, often through a team of direct reports Leads budget development and manages budget for college or department Responsible for people management of the college or department, including staffing, setting performance standards and evaluating staff, staff development and training, etc. Generally reports to VP, though some may report directly to President and/or Provost 	<ul style="list-style-type: none"> Works with broad guidance and considerable latitude for independent action in strategy and operations. Specific actions are guided primarily by professional standards, operational plans, and expected outcomes for the college or department Decisions and actions have a direct impact on the strategic and operational outcomes of the respective major division of the University. Decisions and actions have a significant impact on the business and/or academic operations of the University as a whole Problems encountered often cross areas of the institution. Problems are often complex, broad in scope and implications, and are sometimes unprecedented with no clear solution. Often works cross-functionally to solve problems and implement changes Resolution requires in-depth analysis and understanding of University's strategic direction. Solutions consider the complex interdependencies within the respective major division of the University 	<ul style="list-style-type: none"> Master's degree required Typically 10-15 years' relevant experience with some specific to Higher Ed 	<ul style="list-style-type: none"> Master's degree required Typically 10-15 years' relevant experience

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Assistant Vice President	<ul style="list-style-type: none"> • Leads the development of a school or functional unit's strategic plans, goals, and policies • Leads execution of the operational plan for one or multiple schools or functional areas • Accountable for the successful achievement of goals and objectives of own school or functional area • Plans and manages budget for own school or functional area • Manages individual(s) and is responsible for hiring, setting performance standards, coaching and evaluating staff, and defining objectives that need to be achieved • Reports to a VP or an Associate VP 	<ul style="list-style-type: none"> • Works with limited guidance with a fair amount of latitude for independent action in strategy and operations. Specific actions are guided primarily by professional standards and expected outcomes for the school or functional area • Decisions and actions have a direct impact on the strategic and operational outcomes of the school or functional area's projects and programs • Problems encountered generally cross areas of the institution. Problems are generally complex, broad in scope and implications • Often assists VP and/or Associate VP in working cross-functionally to solve problems and implement changes • Resolution requires analysis and understanding of functional area's strategic direction 	<ul style="list-style-type: none"> • Master's degree required • Typically 8-10 years' relevant experience 	<ul style="list-style-type: none"> • Master's degree preferred • Typically 8-10 years' relevant experience

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Career Level	Job Scope and Major Responsibilities	Complexity/Impact	Knowledge, Education and Experience ¹ (Academic)	Knowledge, Education and Experience ¹ (Non-Academic)
Director	<ul style="list-style-type: none"> • Leads operations of one or more functional areas • Participates in discussions on strategic plan for relevant college or department • Develops budget proposals and monitors and tracks budget for own area of responsibility • Makes recommendations for department/program/project concept, operations, and implementation • Manages individual(s) and is responsible for hiring, setting performance standards, coaching and evaluating staff, organizing and scheduling overall workloads and work flow • Typically reports to an Associate or Assistant Vice President 	<ul style="list-style-type: none"> • Works with limited guidance with a significant degree of latitude for independent action in operations and some latitude on strategic decisions. Specific actions are guided primarily by professional standards and expected outcomes for the functional area(s) • Decisions and actions have a direct impact on the operational outcomes of the functional area(s) • Problems encountered are generally limited to the function. Problems are often complex, broad in scope and implications with some precedents for solutions. May work cross-functionally to solve problems and implement changes • Resolution requires investigation, analysis, and understanding of area's strategic direction 	<ul style="list-style-type: none"> • Master's degree required • Typically 6-8 years' relevant experience, with some specific to Higher Ed 	<ul style="list-style-type: none"> • Bachelor's degree required • Typically 6-8 years' relevant experience

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Career Level	Job Scope and Major Responsibilities	Complexity/Impact	Knowledge, Education and Experience ¹ (Academic)	Knowledge, Education and Experience ¹ (Non-Academic)
Academic: Associate Director Non-Academic: Manager	<ul style="list-style-type: none"> • Manages operations of a single function • Provides input on strategic direction of function as requested • Monitors and tracks budget for own area of responsibility or program • Influences design and scope of initiatives and programs • Contributes to planning and making recommendations for department/program/project concept, operations, and implementation • Manages individual(s) and is responsible for managing day-to-day workloads and work flows, coaching and evaluating staff, and ensuring operational excellence and/or customer service 	<ul style="list-style-type: none"> • Works with moderate guidance with moderate latitude for independence of action in operations and limited latitude in strategy. Specific actions are guided primarily by professional standards and expected outcomes for the function • Decisions and actions impact operational efficiency of own function and the functional area • Problems encountered are complex, but rarely involve unprecedented circumstances. Adapts or modifies established approaches to solve problems. Helps others in clarifying somewhat complex problems • Resolution requires analysis, consultation with leader and review of professional/University standards 	<ul style="list-style-type: none"> • Master's degree preferred • Typically 4-6 years' relevant experience, with some specific to Higher Ed 	<ul style="list-style-type: none"> • Bachelor's degree required • Typically 4-6 years' relevant experience
			<ul style="list-style-type: none"> • Generally supervises non-student employees • Some managerial experience and proven ability to achieve operational goals for function 	

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Supervisor	<ul style="list-style-type: none"> ● Manages day-to-day workload for employee(s) in a certain function, ensuring even distribution and on-time completion of work and completion of day-to-day objectives ● In consultation with their manager, sets performance standards for direct reports and completes and communicates performance reviews 	<ul style="list-style-type: none"> ● Works under general direction with some latitude of independence of action in operations. Specific actions guided by professional standards, desired outcomes, and project/program plan specifications ● Decisions and actions have an impact on the operational efficiency and timeframes of programs and projects ● Problems encountered are rarely complex and can easily be broken down into manageable pieces. Utilizes knowledge, experience, and available resources to find solutions ● Precedents generally exist for most problems, others must be resolved through discussions with others or leader 	<ul style="list-style-type: none"> ● Bachelor's degree required ● Typically 2-4 years' relevant experience 	<ul style="list-style-type: none"> ● Generally supervises non-student employees ● Some experience coaching/leading others is preferred

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Career Level	Job Scope and Major Responsibilities	Complexity/Impact	Knowledge, Education and Experience ¹ (Academic)	Knowledge, Education and Experience ¹ (Non-Academic)
(New)	<ul style="list-style-type: none"> Leads development of project or program's strategic plan Manages all aspects of a large project or program or multiple mid-sized projects or programs Provides strategic direction for the project or program Defines and manages budget for project(s) or program(s) Determines and manages priorities related to project or program operations Plans and coordinates schedules of Program/Project Managers, other project or program contributors and/or support resources Has direct reports 	<ul style="list-style-type: none"> Works under limited guidance with significant latitude for independence of action in operations and project or program-based strategy. Specific actions are guided primarily by professional standards and expected outcomes for the project or program Decisions and actions directly impact the achievement of strategic and operational goals of the project or program Problems encountered will be complex and often involve unprecedented circumstances. Adapts or modifies established approaches or creates new approaches to solve problems. Helps others in clarifying complex problems Resolution involves evaluating and resolving discrepancies with people, data, analyses, processes and objectives and communicating decisions to leaders Policies or guidelines generally exist for most problems; others must be resolved with innovative, outside-the-box solutions 	<ul style="list-style-type: none"> Master's degree required Typically 6-8 years' relevant experience, with some specific to Higher Ed 	<ul style="list-style-type: none"> Bachelor's degree required Typically 6-8 years' relevant experience
Program/Project Director			<ul style="list-style-type: none"> Understanding of the external environment and how it affects specific projects or programs Proven project or program managerial expertise and ability to motivate direct reports to achieve priorities for project or program 	

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Program/Project Manager	<ul style="list-style-type: none"> • Manages all aspects of a single mid-sized project or program or manages all aspects of or multiple smaller projects or programs or manages portions of a large project or program • Operationalizes strategic direction for project or program; may provide strategic direction for a mid-sized or smaller project or program • Influences and manages priorities related to project or program operations; may determine priorities for a mid-sized or smaller project or program • Monitors and tracks budget(s) for project(s) or program(s) • Plans and coordinates schedules of other project or program contributors and/or support resources working on the same portions of a large project or program or on the mid-sized or multiple smaller projects or programs this role is managing • May have direct reports 	<ul style="list-style-type: none"> • Works under moderate guidance with moderate latitude for independence of action in operations and program-based strategy. Specific actions are guided primarily by professional standards and expected outcomes for the program/function • Decisions and actions directly impact the achievement of strategic and operational goals of the project or program • Problems encountered may be complex but rarely involve unprecedented circumstances. Adapts or modifies established approaches to solve problems. Helps others in clarifying somewhat complex problems • Resolution involves evaluating and resolving discrepancies with people, data, analyses, processes, and objectives within prescribed guidelines and resolving resource coordination and availability • Policies or guidelines generally exist for most problems; others must be referred to Program/Project Director or a more senior professional 	<ul style="list-style-type: none"> • Master's degree required • Typically 4-6 years' relevant experience, with some specific to Higher Ed 	<ul style="list-style-type: none"> • Bachelor's degree required • Typically 4-6 years' relevant experience
			<ul style="list-style-type: none"> • Some people management and project management experience and proven ability to achieve operational goals 	

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Program/Project Coordinator	<ul style="list-style-type: none"> • Responsible for planning and scheduling specific activities related to a project or program or multiple smaller, less-complex projects or programs • Assists in implementation of the decided operational direction for the project or program • Coordinates and attends meetings, maintaining communication with appropriate internal and external contacts • Prepares reports as needed • May have direct reports 	<ul style="list-style-type: none"> • Works under some supervision and by following established guidelines • Decisions and actions primarily impact processes, work flow, and timeframes • Problems encountered are generally routine and similar to those encountered in the past • Resolution is generally through standard processes and procedures. Resolution of complex problems may include proposing solutions to supervisor • Policies or guidelines generally exist for most problems; others must be referred to Program/Project Manager or more senior professional 	<ul style="list-style-type: none"> • Bachelor's degree required • Master's degree may be preferred • Typically 2-4 years' relevant experience 	<ul style="list-style-type: none"> • Bachelor's degree required • Typically 2-4 years' relevant experience
			<ul style="list-style-type: none"> • Some project management experience and proven ability to achieve set project goals 	

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Senior-Level Professional	<ul style="list-style-type: none"> Responsible for understanding the area's objectives and goals and how own job contributes to achievement of these goals Contributes ideas to strategic and operational plans Plays a key role in area by generating insights and ideas on policies, processes, procedures, and efficiency in area Recognized as an expert-level contributor Responsible for leading complex/specialized tasks in area of expertise Acts as a mentor/guide to less experienced staff in a similar role 	<ul style="list-style-type: none"> Works independently with limited direct supervision, performing work based on objectives Decisions and actions primarily impact own area's work, but may impact peers in other areas Problems are somewhat complex and specialized and identification of solutions requires detailed, specialized knowledge of the job Resolution includes evaluating discrepancies with people, data, analyses, processes, etc. within prescribed guidelines, implementing new standards to solve problems, and consulting with supervisor on recommended process 	<ul style="list-style-type: none"> Bachelor's degree required Master's degree required or preferred, depending on function Typically 4-6 years' relevant experience 	<ul style="list-style-type: none"> Bachelor's degree required Master's degree preferred Typically 4-6 years' relevant experience
			<ul style="list-style-type: none"> Additional vocational or specialized training may be required or preferred Some experience in similar role required or, if no prior experience, demonstrated proficiency in required skills (through education, training, etc.) 	

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Mid-Level Professional	<ul style="list-style-type: none"> Responsible for understanding the area's objectives and goals, and how own job contributes to achievement of these goals May contribute insights and ideas on policies, processes, procedures, and efficiency in area Recognized as an intermediate-level contributor in area of expertise Responsible for completing tasks as assigned and explaining policies and procedures to others Proposes solutions to roadblocks to completion of tasks 	<ul style="list-style-type: none"> Works under some supervision and by following established guidelines Decisions and actions primarily impact own work with limited impact on peers in their area Problems are generally routine and similar to those encountered in the past Resolution is generally through standard processes and procedures. Resolution of complex problems may include proposing solutions to supervisor 	<ul style="list-style-type: none"> Bachelor's degree required Typically 2-4 years' relevant experience 	<ul style="list-style-type: none"> Bachelor's degree required Typically 2-4 years' relevant experience
			<ul style="list-style-type: none"> Additional vocational or specialized training may be required or preferred Some experience in similar role required 	

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Entry-Level Professional	<ul style="list-style-type: none"> ● Responsible for understanding the area's objectives and goals, and how own job contributes to achievement of these goals ● May contribute insights and ideas on processes, procedures and efficiency in own job ● Recognized as a developing contributor in area of expertise ● Responsible for completing assigned tasks and flagging any roadblocks to completion for supervisor to resolve 	<ul style="list-style-type: none"> ● Works under direct supervision and by following established, specific guidelines ● Decisions and actions impact own work ● Problems are routine and similar to those encountered in the past ● Resolution is through standard processes and procedures. Other decisions must be referred to the supervisor 	<ul style="list-style-type: none"> ● Bachelor's degree required ● Typically 0-2 years' relevant experience 	<ul style="list-style-type: none"> ● Bachelor's degree required ● Typically 0-2 years' relevant experience

- Additional vocational or specialized training may be required or preferred
- Some experience in similar role preferred, or, if no prior experience, demonstrated proficiency in required skills (through education, training, etc.)

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Senior-Level Administrative	<ul style="list-style-type: none"> • Responsible for understanding the area's goals, and how own job contributes to achievement of these goals • Offers ideas for improving efficiency and procedures in own area • Recognized as a senior-level contributor in own area of expertise • Contributions generally take the form of suggestions for improving efficiency and procedures in own area and implementation of approved changes 	<ul style="list-style-type: none"> • Work is monitored under general supervision of supervisor and by following established, specific procedures described by supervisor • Decisions and actions impact the area • Problems are generally routine and similar to those encountered in the past • Resolution is by following specific standards and procedures. Problem solving and decision making outside standard procedures requires involvement of the supervisor 	<ul style="list-style-type: none"> • High School or GED Degree required • Typically 4-6 years' relevant experience; Associates Degree can replace up to 2 years of experience, and Bachelor's Degree can replace up to 4 years of experience, up to the minimum level of experience required for the job • Additional vocational training may be required or preferred 	

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(New)	<ul style="list-style-type: none"> Responsible for understanding the department/functional area's goals, and how own job contributes to achievement of these goals May offer ideas for improving efficiency and procedures in own area Recognized as a mid-level contributor in own area of expertise Contributions generally take the form of suggestions for improving efficiency and procedures in own area 	<ul style="list-style-type: none"> Work is monitored under general supervision of supervisor and by following established, specific procedures described by supervisor Decisions and actions impact own work Problems are generally routine and similar to those encountered in the past Resolution is by following specific standards and procedures. Problem solving and decision making outside standard procedures requires involvement of the supervisor 	<ul style="list-style-type: none"> High School or GED Degree required Typically 2-4 years' relevant experience; Associates Degree can replace up to 2 years of experience, and Bachelor's Degree can replace up to 4 years of experience, up to the minimum level of experience required for the job Additional vocational training may be required or preferred 	
Mid-Level Administrative				

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Entry-Level Administrative	<ul style="list-style-type: none"> • Responsible for understanding the department/area's goals, and how own job contributes to achievement of these goals • May offer ideas and suggestions for improving efficiency in own job • Recognized as a proficient contributor in own area of expertise • Contributions generally take the form of completion of routine technical tasks 	<ul style="list-style-type: none"> • Works under direct supervision and follows specific instructions; work is subject to close review • Decisions and actions impact own work • Problems are routine and similar to those encountered in the past • Resolution is by following specific standards and procedures. Problem solving and decision making outside standard procedures requires detailed involvement of the supervisor 	<ul style="list-style-type: none"> • High School or GED Degree required • Typically 0-2 years' relevant experience 	

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