

## Overview

The use of working titles within the University is governed by principles that ensure clarity, consistency, and alignment with both internal organizational structures and market expectations. These principles are designed to define authority, clarify job roles, and ensure proper representation externally, while maintaining alignment with the institution's values and compliance requirements.

## Key Principles

- **Consistency** — All working titles must align with established organizational structures and clearly reflect the responsibilities associated with the role. Consistent application of working titles ensures uniformity across the University.
- **Clear Definition of Authority** — Working titles should clearly define the scope of authority for each position, ensuring that responsibilities are accurately represented within the hierarchy of the organization.
- **Clear Direction** — Job postings must provide clear and precise information that is consistent with market standards, helping both internal stakeholders and external candidates understand the role's expectations.
- **Working Titles Approval** — Unit-level management has the authority to propose working titles, which will be periodically reviewed in conjunction with Central HR to ensure consistency with organizational norms and external market practices.

## Use of Working Titles

- **Broad Unit Authority** — Units have broad authority in determining working titles, with oversight and joint review from Central HR to maintain alignment with institutional standards.
- **Role Definition and External Communication** — Working titles help clarify management responsibilities, both within the organization and in external communications. These titles convey the proper message to the public, align with market positions, and are used in directories, business cards, and websites to accurately reflect the role.
- **Identification with Market Positions** — Titles should align with comparable market roles, helping to position the University in line with industry standards while ensuring appropriate external perception.

## Working Title Parameters

- **Regents Bylaws Compliance** — Titles must adhere to those named in the Regents Bylaws, ensuring consistency with formal University guidelines and governance.
- **Market Title** — When creating a working title that differs from the default market title, it is important to avoid using a title that is already an official University classification. This helps to prevent confusion and ensures that the working title does not conflict with established University roles or responsibilities.
- **Avoid Misrepresentation of Authority** — When creating a working title that deviates from the standard market title, it is essential to ensure that the title accurately reflects the position's responsibilities and does not imply a level of authority that differs from the actual role. Titles should be used with care to avoid misrepresentation. For instance, the title "Chief Financial Officer" is reserved for the highest-ranking financial position within the University. If a unit wishes to use a similar title, it must clearly distinguish the role by including the unit's name, such as "Chief Financial Officer – [Unit Name]," to prevent confusion and ensure the title accurately reflects the scope of the position's authority and function.

By adhering to these principles and parameters, the University ensures that working titles reflect the true nature of the roles, align with market standards, and are communicated clearly to both internal and external audiences.

## Definitions of Common Management Positions

- **Assistant Vice President** — The Assistant Vice President (AVP) supports the Associate Vice President/Vice President in managing and overseeing large functional areas within the organization. This role includes strategic planning, policy development, and operational management, while working closely with senior leadership to ensure the achievement of organizational goals. The AVP often serves as a key decision-maker and liaison between the Associate Vice President/Vice President and other departments or units.
- **Executive Director** — Responsible for directing long-term strategic planning, operations, and/or marketing activities across multiple organizational units. This role provides the overarching vision for the unit, ensuring the vision is effectively managed and implemented at all levels, while collaborating with executive leaders organization-wide.
- **Senior Director** — Oversees administrative and operational activities across multiple organizational units, with broad cross-functional responsibilities. This position requires high-level planning, coordination, and decision-making to ensure the smooth and efficient functioning of various units.
- **Director** — Administrator for a specific organizational unit or function, holding broad responsibility for the unit's operations. This includes full accountability for financial management, operational execution, and the direction of multiple levels of employees within the unit.
- **Associate Director** — Provides comprehensive management support to the Director across all aspects of the unit's operations. This role may also act as the Director in their absence, ensuring continuity of leadership and operations.
- **Assistant Director** — Assists the Director in managing one or more aspects of the unit's operations. During the Director's absence, the Assistant Director may take on the responsibility of acting as the Director, ensuring leadership stability.
- **Senior Manager** — Responsible for overseeing multiple teams or a significant function within an organization. This role involves strategic planning, resource management, and performance evaluation, often in a complex or high-priority area. The Senior Manager typically works closely with directors and other senior leaders to ensure the unit's goals align with broader organizational objectives.
- **Manager** — Responsible for overseeing a team of subordinate employees within a functional unit. This role involves setting and monitoring objectives, evaluating employee performance, managing resources (including budgets), and ensuring that the unit meets its goals.
- **Assistant Manager** — Supports the Manager in overseeing unit operations, providing assistance in one or more areas of unit management, and helping to ensure the unit's objectives are met.
- **Manager of Projects/Programs** — Responsible for managing all aspects of a specific project or program. The Manager of Projects/Programs may or may not oversee administrative supervision of staff but is accountable for the project's success, ensuring that all resources are allocated effectively.
- **Supervisor** — Responsible for the functional and/or administrative supervision of employees, with moderate authority to make decisions and accountability for results. This position includes authority to recommend hiring, performance evaluations, discipline, compensation, and assigning work to subordinates.
- **Coordinator** — Tasked with organizing, disseminating information, and coordinating programs or projects. This role may involve functional coordination of work assignments, ensuring tasks are executed efficiently across various team members.
- **Chief of Staff** — Commonly used in higher education and health care settings, the Chief of Staff is typically the senior medical or administrative personnel reporting directly to an executive officer. Alternative titles may include Chief Administrative Officer, Chief Business Officer, or Chief Business Administrator, depending on the role's scope and responsibilities.