## CAREER LEVEL GUIDE
### UNIVERSITY OF RICHMOND

<table>
<thead>
<tr>
<th>LEVEL DESCRIPTION</th>
<th>ORGANIZATIONAL IMPACT</th>
<th>INNOVATION &amp; COMPLEXITY</th>
<th>COMMUNICATION &amp; INFLUENCE</th>
<th>LEADERSHIP &amp; TALENT MANAGEMENT</th>
<th>EDUCATION &amp; EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall accountability and snapshot description for the career level.</td>
<td>Nature and scope of influence jobs within the career level have on their area of responsibility.</td>
<td>Degree to which jobs within the career level need to identify and devise solutions to problems and the level of autonomy to make decisions.</td>
<td>Nature of communication for which jobs within the career level are responsible and the level of influence required.</td>
<td>Responsibility for people management, including supervision, training, coaching, and performance management.</td>
<td>Level of expertise required to fulfill job responsibilities as defined by minimum levels of formal education and/or work experience.</td>
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### Administration 1
#### A1
- Responsible for planning and directing a division or major department which may include multiple areas led by associate/assistant VPs, directors, and/or managers.
- Contributes to the development of University-wide strategies and implementation of operational plans that have a mid-term impact on the institution’s results (3+ years) and annual operating budget.
- Develops and implements strategies and operational plans for own division, major department, and/or related areas with direct impact on own division or major department and the University as a whole.
- Leads strategic planning for the division or major department and contributes to the University strategy.
- Accountable for the development, implementation, and maintenance of plans, programs, projects, or systems for own division, in support of the overall University strategy.
- Situations require a deep understanding of areas of responsibility as well as related areas, to develop creative, impactful approaches for addressing problems and solutions.
- Responsible for evaluating and improving major processes or systems, leveraging on personal past experiences and in-depth understanding of best practices in academia, areas of responsibility, and the broader environment, to support the University’s strategic and operational plans.
- Issues are more strategic than operational without clear precedent.
- Problems faced are complex and require broad-based solutions that impact multiple areas of the University.

### Administration 2
#### A2
- Responsible for planning and overseeing the overall Academic or Administrative Organization at the University.
- Formulates policies, strategies, and systems that best position the University in the competitive marketplace.
- Contributes significantly to University-wide strategies that have long-term impact on the institution’s results (5+ years) and annual operating budgets.
- Establishes and implements long-term strategies with significant impact on the University.
- Responsible for integrating and aligning strategic plans for the University as a whole, assessing long-term needs, and establishing objectives for the University and/or a division.
- Accountable for the development, implementation, and on-going maintenance of strategies, plans, programs, projects, or systems that meet major goals of the University.
- Situations require extensive experience, creativity, insight, and research and a deep understanding of the academic landscape to position the University consistent with its mission and strategic goals.
- Responsible for developing long-term institutional strategies based on experience and in-depth understanding of best practices in academia and the broader environment to build and sustain the University’s success and fulfill its mission and strategic plan.
- Issues are often strategic with no clear precedent.
- Problems faced are multi-dimensional and complex, requiring broad-based solutions that impact the institution as a whole.

### Education & Experience
- Requires extensive experience in academia, general management, and leadership to serve as a University leader.
- Broad and substantive understanding of principles and theories of multiple professional disciplines.
- Typically requires a Bachelor's Degree, with Master's preferred, or equivalent experience, and minimum 15 years prior relevant experience. Doctorate degree generally required for the academic leadership position.
- Experience leading a major university division and multiple teams is required.