Student Affairs Policies and Practices | Working Titles

The assignment of working titles is delegated to departments by Campus guidelines, (with the exception of AVC titles). In Student Affairs, working titles are used for a variety of reasons, including:

- To communicate, internally and/or externally, the responsibilities and level of the position;
- To connote the span of authority and influence to staff and customers;
- Strategic use for recruitment, retention, external relations, etc.

The Policy and Practices workgroup recommends that each member of the SA Executive Team establish guidelines for assigning working titles within their unit that align with departmental needs, allow flexibility as needed, while striving for consistency. It is also recognized that working titles can create perceived inequities when misunderstood or assigned inappropriately, so some guidelines are necessary to equip supervisors and staff with the rationale/justification to explain equity in working titles.

The group recommends that supervisors/managers discuss changes to working titles with their unit leadership on a case-by-case basis to ensure equity and clear communication, modelling the following process:

- Provide proposed Working Title and business justification
- Review others with similar title and how responsibilities compare
- Review others with same job code or salary grade who may ask for similar title and how their responsibilities compare
- Employ an established communication protocol when changing a working title to provide context and clear justification; communicate with colleagues who manage staff that may have impacted titles. Consultation with the Student Affairs Communications team to develop a plan is highly recommended.

In addition to prior VC or AVC/Executive[1] approval, working titles (listed alphabetically) will follow the criteria outlined below:

Assistant Dean
- Run a program
- Lead AVC/DoS initiatives and/or committees

Associate Dean
- Run a program
- Lead AVC/DoS initiatives and/or committees
- Serves as senior advisors for the portfolio, including: strategic planning, budget improvement, and oversight of programs
- Serve as Acting in the absence of the AVC/DoS and serving on-call for the University
- Assists with large scale student protests and campus crisis management situations

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[1] The Student Affairs Executive Team is comprised of the Vice Chancellor, Associate Vice Chancellor and Dean of Students, Registrar; Assistant Vice Chancellor and Director of Admissions; Assistant Vice Chancellor and Director of Financial Aid; Assistant Vice Chancellor, University Health Services; Chief Operating Officer; Chief Financial Officer; and Assistant Vice Chancellor and Chief of Staff

Student Affairs Policies and Practices | Working Titles

Assistant Director
- Manage human, financial, physical or programmatic resources
- Responsible for specific location – e.g. unit or residential facility or specialized function
- Identify objectives
- Direct programs
- Departmental or area decision making authority
- Carry out decisions
- Independent judgment
- Function with high degree of autonomy
- Department-wide decision making authority
- May have programmatic or supervisory responsibilities within their functional area

Associate Director (or variations such as Deputy Director, Senior Director, etc.)
- Manage human, financial, physical or programmatic resources
- Responsible for specific location – e.g. unit or residential facility or specialized function
- Identify objectives
- Direct programs
- Departmental or area decision making authority
- Carry out decisions
- Independent judgment
- Function with high degree of autonomy
- Department-wide decision making authority
- May have programmatic or supervisory responsibilities within their functional area
- May be asked to assume responsibilities in the absence of director
- Greater scope and complexity
- Function with higher degree of autonomy
- Cluster-wide decision-making authority
- Some hiring authority
- Budget authority

Chief of Staff, Chief Financial Officer, and Chief Operating Officer are divisional titles designated by the VCSA.

- May assume leadership/responsibility in absence of VC
- Responsibilities have campus wide impact
- Works under the general direction of the VC
- Policy development and interpretation

Chief Information Officer, Chief of Business Development, Chief Strategy Officer, other.
- May assume leadership/responsibility in absence of AVC/Executive
- Responsibilities may have campus wide impact
- Works under the general direction of the AVC/Executive
- Policy development and interpretation
- OR an individual contributor with significant external facing responsibilities based on industry standards
- DELEGATION: consult with SA executive team, approval by VC or designee

Student Affairs Policies and Practices | Working Titles

Dean
- This title is currently only approved for the Dean of Students

Director
In addition to meeting the associate, assistant director and manager criteria:
- Manage human, financial, physical or programmatic resources
- Responsible for specific location – e.g. unit or residential facility or specialized function
- Identify objectives
- Direct programs
- Departmental or area decision making authority
- Carry out decisions
- Independent judgment
- Function with high degree of autonomy
- Department-wide decision making authority
- May have programmatic or supervisory responsibilities within their functional area
- May be asked to assume responsibilities in the absence of director
- Greater scope and complexity
- Function with higher degree of autonomy
- Cluster-wide decision-making authority
- Some hiring authority
- Budget authority
- Reports to a cabinet member or AVC/Executive
- Overall programmatic responsibility
- Greater autonomy and independent authority
- Budget authority
- Cluster or campus-wide decision making authority
- Hiring decision
- May be asked to assume responsibility in the absence of cabinet member

Executive Director
(Executive title based on industry standards)
- Oversee directors responsible for multi-functional areas
- May assume leadership/responsibility in absence of AVC/Executive
- Responsibilities have campus wide impact, external-facing, and/or significant budgetary or revenue generation responsibilities
- Works under the general direction of the AVC/Executive
- Policy development and interpretation
- OR an individual contributor with significant external facing responsibilities based on industry standards

Lead
- Has authority to assign work and give peers directions
- Provides input to supervisor on performance management
- Assigns breaks

Student Affairs Policies and Practices | Working Titles

Manager or Program Manager*/Director
- Manage human, financial, physical or programmatic resources
- Responsible for specific location – e.g. unit or residential facility or specialized function
- Identify objectives
- Direct programs
- Departmental or area decision making authority

*Any Title with Manager (including Project Manager) without direct supervisory responsibility

Supervisor**
Has the authority to perform the following functions over 2.0 or more FTE:
- Train
- Handle grievances
- Plan and assign work
- Hire new employees
- Recommend reclassifications and salary increases
- Conduct performance evaluations
- Take disciplinary actions

** For more information on Supervisory roles please see: https://hr.berkeley.edu/compensation-benefits/compensation/job-classification/non-represented

Senior
- Subject matter expert
- Handles more complex duties within the organization
- Higher level responsibilities and decision-making relative to peer positions

Finally, units are recommended to use vacancies and reorganizations as an opportunity to review working titles. When an incumbent vacates a position, and the unit intends to recruit for that position, it should be understood that working titles will not automatically transfer.