

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS
DONALD P. AND KATHERINE B. LOKER UNIVERSITY STUDENT UNION, INC.
BOARD OF DIRECTORS SPECIAL MEETING
March 9, 2022, 9:00 a.m.-10:00 a.m.
Location: Zoom Conference or LSU Admin Office Conference Room 131K

AGENDA

- 1) Roll Call
- 2) Approval of Agenda
- 3) New Business
 - a. **Marketing & Communications Specialist – Personnel Committee**
The Board will consider establishing a new professional position.
 - b. **Business Operations Manager – Personnel Committee**
The Board will consider establishing a new professional position.
 - c. **Master Planning Redirect**
The Board will discuss a revised project scope for master planning.
- 4) Adjourn

**DONALD P. & KATHERINE B. LOKER STUDENT UNION, INC.
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS
BOARD OF DIRECTORS MEETING**

AGENDA ITEM REPORT

Presented to: Board of Directors Date: 3/8/22

Subject: Marketing & Communications Specialist Attachments: Yes

Prepared by: Melissa Bancroft Item Type
(Select One): Discussion

Committee: Personnel

BACKGROUND:

The Board will consider establishing a new professional position.

COST-BENEFIT ANALYSIS:

Benefits of this position establishment includes:

- Maintain and grow current marketing and brand presence
- Bring nuanced skill sets to the organization and strengthen the Marketing department
- Rewards the investment of time made by the Temporary Marketing Coordinator

Cost of this position establishment includes:

- Annual salary and compensation package

RECOMMENDATION:

Establish the Marketing & Communication Specialist role within the organization, effective immediately, and as presented by to the Board of Directors by the Personnel Committee.



MARKETING & COMMUNICATIONS SPECIALIST
DONALD P. AND KATHERINE B. LOKER UNIVERSITY STUDENT UNION, INC.
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

POSITION DESCRIPTION:

Workweek Class: Exempt, Full-Time
CSU Equivalent: Public Affairs/Communications Specialist III (Exempt)
Work Schedule: 40 Hours Per Week, Standard Schedule
Occasional Evenings and Weekends
Responsible to: Assistant Director, Engagement & Development

GENERAL STATEMENT:

The Marketing and Communications Specialist is a position with the Donald P. and Katherine B. Loker University Student Union, Inc. (LSU.) The incumbent will be an exempt, full-time staff employee and will adhere to the rules, regulations and employment standards established by the LSU.

Under general direction of the Assistant Director, Engagement and Development, the incumbent will support innovative, effective, and relevant production and execution of LSU campaigns utilizing print, digital and engagement strategies to meet the needs of the LSU and CSUDH communities. The Marketing and Communications Specialist is responsible for the creation, development, implementation, and evaluation of all LSU design, marketing, production, resources and services of the unit. Responsibilities include oversight of the daily operation, print and digital production and brand management. Additional duties include establishment and implementation of annual marketing goals, analytics, and industry best practices. This role coordinates the creation and distribution of promotional collateral and maintains professional relationships with both on and off-campus colleagues, vendors, and suppliers.

TYPICAL DUTIES AND RESPONSIBILITIES:

The incumbent will perform a variety of functions, including but not limited to the following:

<u>% Time</u>	<u>Description of Duties</u>
30%	Marketing and Design Responsible for the daily administration, training, and oversight of various marketing unit roles; creates and maintains files and distribution of all marketing materials; provides creative direction and develops, implements, and oversees organizational brand, logotypes, video and still assets, website, and social media channels; reviews and copyedits promotional materials produced; coordinates all aspects of campaigns and associated budgets; assists in the development and design of the LSU annual report, employee handbook and organizational reports.
30%	Unit Lead Responsible for the, development and leadership of graphic designer(s) and web designer(s); ensures compliance with policies and procedures; supports direction of

marketing and design projects; establishes goals, work flow, design approaches, content direction, and timeframes for fulfillment of work orders; proofs and verifies accuracy of work and assists with the review of the unit's design output for brand alignment, spelling, punctuation, grammar, consistency, format, and spacing; coordinates and schedules collateral, printing and vendor services; upholds brand and style guide; monitors design and production equipment for service, repair, upgrades and replacement.

30%

Campaign Management

Coordinates comprehensive marketing campaigns for all LSU programs and services; coordinates, edits, and oversees print web and social media related content; recommends appropriate online tools, service/support sites and applications; responsible for annual and time-specific campaigns as well as day-to-day activities and correspondence; develops, plans, and implements creative programs, campaigns and content that satisfies and increases user engagement; coordinates staff and materials for marketing events; researches project information, develops ideas and designs comprehensive final products or campaigns consistent with the initial research or supplied event information; conceptualizes, designs, writes, and creates storyboards for development of complex digital graphic collateral projects, utilizing various technologies and delivery vehicles; develops short and long range marketing strategies.

10%

Other Duties as Assigned

Attends meetings; provides regular reports to Board of Directors; performs other duties as assigned.

MINIMUM QUALIFICATIONS

Skills/Knowledge – Bachelor's degree in design, communication, management, or related field. Minimum of three (3) years of related experience. Knowledge of project management, design theory and typography. Functional knowledge of and experience with use of Adobe Creative Suite. Knowledge of proper spelling, grammar, punctuation, and sentence structure to ensure that written materials are complete, concise, and error-free. A valid CA driver's license and insurance.

Abilities – Ability to demonstrate strong people skills and the ability to build relationships with stakeholders, including LSU staff, board members, and CSUDH staff. Ability to successfully establish priorities while juggling numerous competing/deadline-driven projects and work under pressure required. Ability to interpret and apply a wide variety of policies and procedures specific to LSU. Ability to work cooperatively in a multi-ethnic environment. Ability to operate autonomously and professionally in all areas of responsibilities to reflect the mission of the organization.

PREFERRED QUALIFICATIONS

Experience – Experience in a Higher Education environment with emphasis in student unions, student activities, student development, and/or copy-editing experience preferred. Supervision experience.

Classification and Qualification



STANDARDS

The California State University System

Public Affairs/Communications Specialist

Class Codes: 0800 - 0802

Date Established: 12/01/00

OVERVIEW:

The Public Affairs/Communications Specialist is a broad classification with three position skill levels. Positions in this classification have varying levels of responsibility for carrying out the communications, public affairs and/or marketing programs of the university. Incumbents are involved directly in developing, writing and/or editing a variety of print or electronically-based communication materials, as well as coordinating related public affairs, media, community relations and marketing activities. Incumbents are responsible for developing and maintaining relationships with relevant internal and external constituents to ensure that the public receives relevant, timely, and positive information about the university and its programs. Additionally, incumbents may be assigned specific responsibilities relative to the ongoing management of communication materials on the campus web-site.

Position Skill Level I - Incumbents at this level typically perform standard and straight-forward assignments related to writing and editing communication pieces, public affairs, media relations, marketing and related research, and/or sports information. The focus of the work is on implementing communication and related plans using pre-established concepts and specifications. Incumbents also assist higher level employees on a variety of communications/marketing projects.

Position Skill Level II - Incumbents at this level work independently on a broader range of projects involving the execution of public affairs, media relations, publications, marketing, and/or sports information programs. The work at this level is more complex, broader in scope and has significant impact on the success of the project or program. Incumbents must have thorough knowledge of the program and applicable communications techniques, be able to work fairly autonomously, and exercise sound judgment and discretion in the completion of assignments and projects. The work involves daily contact with university management, members of the media, and other key constituencies.

Position Skill Level III - Incumbents at this level serve a more strategic role in developing communication, marketing and public affairs plans to support long-term objectives and to increase the visibility of the university. Incumbents may be responsible for coordinating the daily operation of a public affairs, alumni affairs or related program. Incumbents have the highest level of contact with university management and the media and respond to immediate requests when the department head is not available. The work requires a comprehensive and in-depth knowledge of marketing and communications theory and media vehicles.

CORE AREAS:

The Public Affairs/Communications Specialist classification may be focused in one or more of the following core areas. The work examples included here are not meant to be all inclusive or indicate a specific level within the classification; rather, they are examples that illustrate the variety of activities that may fall into each core area.

Public Affairs – Coordinating the public affairs program on the campus; advising university management and faculty on public affairs policies; writing public service announcements and press releases; drafting speeches; assessing the public relations impact of campus events and activities; establishing and implementing public information systems; creating liaisons with community and/or governmental agencies and organizations; serving as an internal liaison for such programs as alumni affairs and parent organizations; and coordinating or participating in key public events including those related to fund-raising and development.

Communications Development - Writing, editing, and proofreading copy to produce standard print or electronically based communications for targeted internal and external audiences; collaborating with designers, photographers, faculty and others on the theme, design and content of print, electronic and web-based publications to maximize impact; participating in the ongoing management of the campus web-site; and developing, researching and positioning stories including conducting interviews and creating story content and layout.

Media Relations - Promoting and publicizing institutional activities and programs to the media; capitalizing on media opportunities by identifying potentially newsworthy topics; determining strategic placement of information in the media; preparing and disseminating information and news stories to the media; coordinating media relations for trade shows and other events; assisting in the coordination of media briefings; acting as a university representative and/or spokesperson for media contacts; cultivating media relationships; advising faculty and staff on media interviews; and setting up speakers' bureaus.

Programmatic/Institutional Marketing - Developing strategies to promote the image of the university and/or programs by using market research data to determine the most effective techniques and approaches for reaching target audiences; identifying the needs and interests of various constituent groups; translating the results of research into strategic communication efforts including selecting the best medium to achieve goals; creating marketing programs to better position the university to achieve its goals; and overseeing telemarketing outreach functions.

Athletics Marketing and Promotion - Promoting and publicizing the intercollegiate athletics program through written publications and other media; cultivating corporate sponsorships and developing corporate marketing packages; representing the athletics program to the media; advising intercollegiate athletes and coaches at press conferences or other events; managing and coordinating electronic and print media to market sports events; coordinating sports promotions with student groups; and coordinating athletic events including setting up the press box and overseeing the collection and verification of sports statistics.

ENTRY QUALIFICATIONS:

Entry to the first level within this classification requires knowledge of the fundamentals of public affairs and/or media relations, and/or some exposure to marketing and marketing research. This background normally is obtained through a college degree, which includes relevant coursework in the field, and up to two years of related professional or technical experience. In addition, strong written and verbal communication skills with a solid foundation in grammar, spelling, and the composition of various communication vehicles are essential to initial entry to this classification.

POSITION SKILL LEVELS:

Three position skill levels are defined within this classification denoting a progression of responsibility, knowledge, and skill requirements. Progression from a lower to a higher skill level is referred to as an *in-classification progression*. The factors used to determine position skill level include: complexity, scope and impact of the work performed; level, type and scope of knowledge required; autonomy exercised and level of supervision received; position accountability for work results; judgment and discretion required by the position; problem solving and analytical skills required; level of creativity and ingenuity required by the work; and the level and diversity of contacts and interactive capabilities required by the position.

A position is placed at a skill level where the majority of and/or most critical position responsibilities and skill requirements fall in relation to the position skill levels defined below. Management assigns position responsibilities and their associated skill requirements. It is important to note that the position skill level definitions do not delineate entry requirements for each skill level, but are composites of the typical position at each level. Entry qualifications are defined for the first position skill level of the classification. Further progression within the classification depends first, on the need for a position at a higher skill level, second, on the nature of the duties and requirements of the position, and third, on an employee's demonstrated and applied skills and abilities.

POSITION SKILL LEVEL I

Typical nature of work assignments:

Performance of a variety of administrative, technical and analytical duties of moderate complexity related to day-to-day communications activities to promote the objectives and programs of the university.

Day-to-day work is performed under general supervision, with specific instructions for new assignments. Typically not fully accountable for final work results or products. More experienced staff members review highly visible work.

Assignments require the use of some judgment, but standard procedures and protocols are usually followed.

Work requires some innovation, as required, to identify story opportunities, to develop an angle for written or other communications pieces, or to assist in developing campaigns.

Focus is on own work assignments rather than lead work direction to others, but work may involve providing training to less experienced staff.

Typical knowledge and skill requirements:

Foundation knowledge of general practices, methods and procedures related to public affairs, media relations, marketing, and/or sports information. Ability to keep abreast of public policy and public affairs issues.

Working knowledge of protocols and institutional etiquette related to public and media relations.

Basic knowledge and understanding of media outlets including print, television, and radio. Ability to work with the media for the coverage of events.

Basic knowledge of market research and related techniques. Working knowledge of summary statistics as they relate to research or sports information.

Basic knowledge of applicable copyright and other laws pertaining to written materials, news media and confidentiality.

Working knowledge of applicable software packages.

Knowledge of basic web communication techniques, vehicles and formats.

Strong writing and editing skills to quickly produce clear and concise standard documents for internal and external publication.

Ability to appropriately handle sensitive and confidential information.

Strong interpersonal skills to develop and maintain relationships within the university and community and with the media.

POSITION SKILL LEVEL II

Typical nature of work assignments:

Independent performance of specialized or varied communication assignments related to public affairs, media relations, publications development, marketing and research, and/or athletics marketing. Work is more complex, broader in scope and has significant impact on the success of a project/campaign. Frequently serves as a media spokesperson and/or senior editor.

Often accountable for smaller programs/projects or a major portion of a larger program/project. May provide project leadership to less experienced staff.

Work is performed fairly autonomously under general supervision and requires regularly exercising judgment and discretion to interpret policies and procedures and objectives. Work is reviewed for soundness of judgment.

Ingenuity is used to develop communication themes, concepts and ideas and to determine methods to achieve goals.

Work involves frequent contact with university management, faculty and staff.

Work involves regular contact with outside agencies and constituencies. Often represents the university in routine media contacts. Conducts media outreach to build relationships and university credibility with the media.

May provide lead work direction to less senior staff including assisting in the selection process and making and reviewing work assignments.

In addition to Position Skill Level I knowledge and skill requirements, work assignments typically require:

Working knowledge of and ability to apply standard theories, practices, principles and techniques related to communications in the public affairs, media, marketing, and/or sports information areas.

Thorough knowledge of and ability to use effectively media outlets including planning media coverage and media publicity campaigns for the university and events.

Ability to build and manage more sophisticated media contacts.

Demonstrated ability to keep abreast of campus events and subject matter expertise in relation to current events to identify and capitalize on media opportunities that will promote the university and increase positive media coverage.

Working knowledge of copyright and other applicable laws pertaining to publications and the media.

Thorough knowledge of web communication techniques, vehicles and formats. Ability to effectively use web technology to achieve communication goals.

Ability to analyze and select pertinent facts and integrate them into communication vehicles.

Strong story development and journalistic writing skills, as well as advanced editorial skills. Knowledge of interview techniques and the ability to define and deliver media messages.

Working knowledge of marketing and research techniques and methods. Ability to apply market research to identify communication needs and target audiences.

Ability to apply appropriate statistical techniques and methods to research or sports information.

Exceptional interpersonal skills, including strong public speaking, listening and interpretive skills.

Ability to provide lead work direction.

POSITION SKILL LEVEL III

Typical nature of work assignments:

Development, planning and execution of communication, public affairs and media programs and plans including research, identification of objectives, development of themes and concepts, and overseeing creation of content and communication materials.

Focus of work is on marketing and positioning the university to meet strategic and long-term objectives. Work is performed under general direction and is reviewed against goals and objectives. Often serves as official spokesperson in absence of department head.

Considerable judgment and discretion are exercised in developing strategic plans and interpreting policies.

Appreciable ingenuity is used to conceive of communication strategies and develop communication concepts, ideas and campaigns.

Serves as a prime contact for internal and external constituents and handles more sensitive and complex media contacts. Advises management on the handling of media issues.

May have responsibility for day-to-day operations including providing lead work direction to staff.

In addition to Position Skill Level I and II knowledge and skill requirements, work assignments typically require:

Comprehensive and in-depth knowledge of communication, public affairs, media and/or marketing theories and concepts in order to develop and execute communication strategies and plans to promote and position the university.

Expert knowledge of university communication objectives and ability to translate them into effective communication and media campaigns.

Ability to understand issues from a broad, strategic perspective.

Thorough knowledge of applicable copyright and other laws pertaining to publications and the news media.

Ability to effectively manage media relations and apply effective media strategies and techniques.

Demonstrated ability to market story concepts to university officials and media outlets.

Comprehensive knowledge of marketing and research techniques and methods. Ability to use market research to enhance the impact of communication strategies and campaigns.

Working knowledge of appropriate use of statistical techniques.

Expert networking and interpersonal skills including strong consultative and persuasive skills to work with internal and external constituents and the media.

Expert writing and editorial skills.

Demonstrated organizational skills.

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CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS
BOARD OF DIRECTORS MEETING**

AGENDA ITEM REPORT

Presented to: Board of Directors Date: 3/8/22

Subject: Business Operations Manager Attachments: Yes

Prepared by: Melissa Bancroft Item Type
(Select One): Discussion

Committee: Personnel

BACKGROUND:

The Board will consider establishing a new professional position.

COST-BENEFIT ANALYSIS:

Benefits of this position establishment includes:

- Replaces outdated position to address organizational need
- Adds analytical support to ensure proper stewardship of resources
- Dedicates focus to day-to-day business operations

Cost of this position establishment includes:

- Annual salary and compensation package

RECOMMENDATION:

Establish the Business Operations Manager role within the organization, effective immediately, and as presented by to the Board of Directors by the Personnel Committee.



BUSINESS OPERATIONS MANAGER
DONALD P. AND KATHERINE B. LOKER UNIVERSITY STUDENT UNION, INC.
CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS

POSITION DESCRIPTION:

Workweek Class: Exempt, Full-Time
Work Schedule: 40 Hours Per Week, Standard Schedule
Responsible to: Assistant Director (Business and Commercial Services)

GENERAL STATEMENT:

The Business Operations Manager is a position with the Donald P. and Katherine B. Loker University Student Union, Inc. (LSU.) The incumbent will be an exempt, full-time staff employee and will adhere to the rules, regulations and employment standards established by the LSU.

Under general supervision by the Assistant Director (Business and Commercial Services), the Business Operations Manager has primary responsibility for the accounting and payroll activities of the Student Union. These responsibilities include managing accounting and payroll service providers, AP/AR transaction processing, purchase order processing, and serving as custodian for petty cash. Responsibilities also include serving as payroll timekeeper, responding to payroll inquiries, and supporting audits and financial statement reporting. The Business Operations Manager supports business process development, budget review, fiscal policy development and ensures compliance with GAAP and GASB standards. In the absence of the Assistant Director (Business and Commercial Services), the incumbent assumes duties necessary to ensure business continuity and accurate and timely financial reporting.

TYPICAL DUTIES AND RESPONSIBILITIES:

Under general supervision of the Assistant Director (Business and Commercial Services), the incumbent will perform a variety of functions, including but not limited to the following:

% Time Description of Duties

40% **General Accounting** - Responsible for the day-to-day processing, monitoring, and recording of accounting transactions. Serves as primary contact with accounting and payroll services provider. Prepares AP/AR invoice documents for timely and accurate processing including but not limited to purchase orders, payment requests, deposits, and collections. General ledger responsibilities include ensuring exact account coding, preparing related journal entries, reconciliation of accounts, and preparation of a variety of financial reports. Resolves internal and external inquiries concerning invoice status, discrepancies, and account balances. Ensures all transactions post to the proper account and assists with month-end closing. Reviews corporate card reconciliation reports and ensures proper coding and approvals. Maintains, replenishes, and distributes petty cash according to the petty cash policy. Maintains proper internal controls and segregation of duties. Files, maintains, and distributes transaction documents, records, and reports.

20% **Purchasing** – Responsible for the processing of purchase order requests in accordance with the purchasing policy. Ensures all supporting documentation is complete and fully executed including quotes, bidding documents, contracts, and insurance, prior to processing. Monitors

purchase orders and ensures they are closed timely and properly. Confirms item receipt and/or services rendered satisfactorily prior to processing purchase order payment. Maintains, replenishes, and distributes petty cash according to the petty cash policy.

- 20% Unit Lead** – Responsible for the development and leadership of employees necessary to carry out business and commercial operations and ensures compliance with policies and procedures. Ensures compliance with GASB and GAAP. Manages contracts and relationships for accounting and payroll service providers and is responsible for ensuring contracted deliverables are met.
- 15% Payroll Timekeeper** – Serves as primary contact for payroll related matters. Responsible for the review of timecards in preparation for approval at the end of each pay period. Aids with troubleshooting discrepancies and resolves problems. Responsible for the development and implementation of training resource materials.
- 5% Other Duties as Assigned** – Attends meetings. Represents the Assistant Director (Business and Commercial Services) at meetings. Assists in the development of business and commercial services, continuous improvement, and strategic planning including the development of goals, and objectives. Performs other duties as assigned.

MINIMUM QUALIFICATIONS

The Business Operations Manager is expected to work autonomously and professionally in all areas of responsibilities to reflect the mission of the organization. Must have a degree equivalent to graduation from a four-year college or university in Business Administration, Finance, Accounting, Public Administration, or related field. A minimum of five (5) years of professional experience in business and finance with progressive responsibility. Supervisory experience preferably in an accounting, finance or business administration position. Ability to supervise a variety of personnel actions and direct personnel to ensure financial transactions are processed with accuracy and recorded timely. Understanding of Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) pronouncements. Ability to analyze and interpret financial data. Ability to develop, interpret and apply policies and procedures to variety of situations. Effective communication skills and people skills, and ability to work cooperatively in a multi-ethnic environment. Ability to be resourceful and to take initiative. Flexibility to adjust to changing schedules and priorities. Open and adaptable to changing practices and technology. Ability to work autonomously and professionally in all areas of responsibilities to reflect the mission of the organization.

PREFERRED QUALIFICATIONS

Master's degree in a related field is preferred. Experience working in a higher education environment with emphasis in student unions or student life. Experience working in a not-for-profit environment. Experience developing fiscal policies, procedures, and workflows.



Administrative Analyst/Specialist

Class Codes: 1036 - 1037 - 1038

Date Established: 09-01-98

Date Revised: 05-02-06

OVERVIEW:

The Administrative Analyst/Specialist is a broad classification with four position skill levels. It is designed for positions covering a wide range of general and/or specialized administrative responsibilities in support of a program and/or organizational unit. The majority of work is administrative and analytical in nature with duties covering operational, policy and program research, analysis, reporting, and evaluation for the effective development and administration of programs or improvements to operational policies and procedures. Incumbents may also provide program administration or leadership. Responsibilities may include overseeing day-to-day administrative operations and providing lead work direction to others.

Position Skill Level - Non-Exempt - Incumbents in positions at this level serve primarily as individual contributors providing day-to-day administration of a program, and/or performing a variety of administrative and technical duties requiring knowledge of methods and procedures in support of an organizational unit. Administrative and analytical work relates primarily to operations and procedures.

Position Skill Level - Exempt I - Incumbents in positions at this level perform the full range of work related to program and policy research, analysis, development, evaluation, and/or operational and fiscal analysis related to an administrative specialty. Work requires applying a theoretical knowledge base to develop recommendations and conclusions. Incumbents often serve as program administrators.

Position Skill Level - Exempt II - Incumbents in positions at this level often provide program leadership of a strategic nature through program or organizational unit planning activities and the analysis, development, and evaluation of highly complex programs with broad impact.

Position Skill Level - Exempt III - Incumbents in positions at this level provide advanced-level functional expertise and leadership to a highly complex or critical program, specialty or organizational unit. Work is primarily strategic in nature with broad and far reaching impact at the campus and/or systemwide level.

DISTINGUISHING FEATURES:

Positions in this classification are distinguished by the level and scope of the administrative, analytical, and development responsibilities which require a more extensive and thorough knowledge of internal policies and procedures, and often require a professional foundation in applicable administrative theories, practices and procedures, or in a particular administrative or program specialty. Incumbents are often individual contributors, though the full scope of their duties may include providing lead work direction to others in the organizational unit.

Unlike the administrative support series, positions in the first level of this classification are not primarily responsible for leading or coordinating the clerical operations or support function for an organizational unit. In contrast, they are directly responsible for or participate in program administration or perform specialized or general duties related to the overall administrative operations of an organizational unit. Administrative operations include the range of activities related to directing the policy and affairs of an organizational unit such as fiscal and budgetary

analysis and management, personnel administration, program and policy research, development, implementation, and evaluation. Unlike positions in the Management Personnel Plan, positions in the higher skill levels of this classification are not assigned the full scope of supervisory and/or management authority.

CORE FUNCTIONS:

A position in the Administrative Analyst/Specialist classification may be focused in one program area and/or administrative specialty or may include more general duties crossing several programs or administrative specialties. Program areas and administrative specialties may include, but are not limited to, the following core areas:

Program Administration - Program areas cover the full range of administrative and/or academic functions. Duties include, but are not limited to: program and policy research, analysis, development, reporting, and evaluation; determining methods, policies, and procedures to achieve programmatic goals; leading related committees; ensuring compliance with applicable regulations or requirements governing the program; and serving as liaison to outside agencies or entities related to the program.

Administrative Specialties - Specialty areas include, but are not limited to, the following: financial analysis, planning, and fund management; budget analysis; accounting and administration; human resources and faculty relations; systems planning, development, and administration; office automation planning and coordination; market planning, analysis, and administration; facilities planning and administration; contract administration; construction coordination; emergency services and coordination; event planning and coordination; publications development and coordination; and university development functions.

General Administrative Functions - Duties include, but are not limited to, such functions as the analysis, design, implementation, and evaluation of various administrative systems to support organizational unit operations; advising management on policy and procedures related to finance, budgets, personnel, and related operational functions to meet programmatic goals; acting as an internal and external resource on policy and procedural matters; and leading or coordinating projects involving the management of external parties.

ENTRY QUALIFICATIONS:

Entry to this classification requires general knowledge and skills in the applicable administrative and/or program field with a foundational knowledge of public administration principles, practices, and methods. This foundation would normally be obtained through a bachelor's degree and/or equivalent training and administrative work experience involving study, analysis, and/or evaluation leading to the development or improvement of administrative policies, procedures, practices, or programs.

POSITION SKILL LEVELS:

Four position skill levels are defined within the classification. Progression from one position skill level to another within a classification is referred to as an in-classification progression. The factors used to determine position skill level include: complexity, scope, and impact of work; level, type, and scope of knowledge required to perform the work; autonomy exercised and level of supervision received; position accountability for work results; judgment and discretion exercised by the position; problem solving and analytical skills required by the work; level of creativity and ingenuity required by the work; and level and diversity of contacts and interactive capabilities required by the work.

A position is placed at a skill level based on where the majority of and/or most critical position responsibilities and skill requirements fall in relation to the position skill level definitions. Position responsibilities and their associated skill requirements are defined by management. It is important to note that the position skill level definitions do not delineate entry requirements at each level, but are composites of the typical position at each level. Entry qualifications are defined for entry to the first position skill level of the classification. Further progression within the classification depends first, on the need for a position at that skill level, second, on the duties and requirements of the position, and third, on an employee's demonstrated and applied skills and abilities.

POSITION SKILL LEVEL - NON-EXEMPT

Typical nature of work assignments:

- ◆ Performance of a variety of administrative, technical and analytical duties of limited to moderate complexity and/or day-to-day administration of a program within an organizational unit under general supervision. Work activities relate primarily to operations and procedures.
- ◆ Work is usually limited to immediate organizational unit, but may coordinate projects within or with other units. Assignments require handling of multiple work priorities and accountability for own work results.
- ◆ Assignments regularly require the use of independent judgment to make decisions, interpret, and apply a wide range of policies and procedures related to the program area and/or administrative specialties. Standard procedures and practices are followed.
- ◆ A wide range of administrative problems related to day-to-day work unit and program operations will require solutions. Precedents may often be relied on to determine appropriate solutions.
- ◆ Typically, the work requires limited innovation, but some ingenuity may be used to meet new needs.
- ◆ The work focuses primarily on own work assignments and projects, rather than lead work direction. However, duties may include overseeing clerical operations and providing lead direction to support staff.

Typical knowledge and skill requirements:

- ◆ Entry qualifications as described above.
- ◆ Working knowledge of general practices, program, and/or administrative specialty. Basic knowledge of and ability to apply fundamental concepts. Working knowledge of budget policies and procedures.
- ◆ Ability to learn, interpret, and apply a wide variety of policies and procedures relating to and impacting the applicable program, organizational unit, and/or administrative specialty.
- ◆ Knowledge of basic methods and procedures for research and statistical analysis and the ability to apply them.
- ◆ Ability to analyze data and make accurate projections using business mathematics and basic statistical techniques.
- ◆ Ability to organize and plan work and projects including handling multiple priorities.
- ◆ Ability to make independent decisions and exercise sound judgment.
- ◆ Ability to compile, write, and present reports related to program or administrative specialty.
- ◆ Demonstrated ability to establish and maintain effective working relationships within and outside the work group and serve as a liaison for the organizational unit.

POSITION SKILL LEVEL - EXEMPT I

Typical nature of work assignments:

- ◆ Independent performance of varied or specialized administrative and analytical duties and/or service as a program administrator. Work is reviewed against goals and involves independently planning and performing research and participating in the development, alteration, implementation, and evaluation of the organizational unit's and/or program's policies and procedures.
- ◆ Contribution to the completion of broader and more complex organizational or program projects and goals. Often provides project leadership or represents the work unit on key projects within and outside the organization.
- ◆ Accountable for own work results which are reviewed for soundness of judgment.
- ◆ Considerable judgment and discretion reflective of a thorough knowledge of a professional administrative specialty and/or program and/or policy areas need to be exercised. Policies and practices referenced for guidance.
- ◆ Analyze and address problems using reasoning and the interpretation and application of theories and principles to develop and recommend alternatives and best courses of action.

- ◆ Ingenuity in determining methods to achieve programmatic goals and develop and implement program policies required.
- ◆ Work requires coordination with individuals at all levels within the organization. As needed, acts as a representative to outside entities.
- ◆ As required, day-to-day program or work unit operations are overseen and lead work direction to administrative staff, including accountability for results, is provided.

In addition to Position Skill Level - Non-Exempt knowledge and skill requirements, work assignments typically require:

- ◆ Working knowledge of and ability to apply standard theories, principles, practices, and techniques applicable to the program and/or administrative specialty to develop conclusions and make recommendations.
- ◆ Thorough knowledge of policies, procedures, and outside regulations pertaining to the applicable program and/or administrative specialty.
- ◆ Working knowledge of operational and fiscal analysis and techniques.
- ◆ Ability to take initiative and independently plan, organize, coordinate, and perform work in various situations where numerous and diverse demands are involved.
- ◆ Skill in the research, development and evaluation of policies and programs, including skill in the collection, evaluation, and interpretation of data to develop sound conclusions and make appropriate recommendations.
- ◆ Expertise in investigating and analyzing problems with a broad administrative impact and implications. Ability to anticipate problems and address them proactively.
- ◆ Demonstrated ability to effectively interpret, organize, and present information and ideas in written or presentation form.
- ◆ Ability to train others on new skills and procedures and provide lead work direction.

POSITION SKILL LEVEL - EXEMPT II

Typical nature of work assignments:

- ◆ Under general direction, performance of administrative and/or program leadership in a large and/or complex organizational unit with broad impact. Required to assess, formulate, and evaluate the impact of recommended or implemented policies from a strategic and operational perspective. Work requires regular participation in planning and development activities and, as required, independent determination of methods to meet programmatic or administrative goals.
- ◆ Influence over key objectives and longer term goals of an organizational unit and/or program with high visibility or broad impact within and outside the organization.
- ◆ Independent determination of approaches to project and priorities. Work is reviewed against overall goals and objectives, with full accountability for results.
- ◆ Use of appreciable judgment in the development of policies and procedures related to issues frequently not covered by existing policies and procedures. Precedents and policies to guide development activities may be available for reference.
- ◆ Use of appreciable ingenuity and innovation to conceive of new approaches and solutions to address complex problems and issues.
- ◆ Serve as the prime contact for the program, specialty, and/or organizational unit. May manage relationships with outside entities or agencies and manage sensitive information and situations.
- ◆ May oversee day-to-day program or organizational unit operations and provide lead work direction to other professional or administrative staff, with accountability for results.

In addition to Position Skill Levels - Non-Exempt and Exempt I knowledge and skill requirements, work assignments typically require:

- ◆ Thorough knowledge of and ability to apply extensive expertise to complex programs and/or administrative specialties, including pertinent laws and regulations.
- ◆ Demonstrated expertise in and advanced knowledge of the principles, problems, and methods of public and business administration and operational and fiscal management.
- ◆ Expertise in administrative survey techniques, operations and systems analysis, statistical and research methods, and the ability to interpret and evaluate results to develop sound conclusions and recommend new or revised policies.
- ◆ Ability to understand problems from a broad, interactive perspective and discern applicable underlying principles to conceive of and develop strategic solutions.
- ◆ Ability to work with representatives from public and private entities and handle potentially sensitive situations. Demonstrated consultative skills in working with internal and external constituent groups.
- ◆ Ability to effectively present ideas and concepts in written or presentation format and use consultative and facilitation skills to gain consensus.

POSITION SKILL LEVEL - EXEMPT III

Typical nature of work assignments:

- ◆ Under general direction, performance of administrative and/or program leadership in a highly complex or critical program, specialty, and/or organizational unit having broad campus and potentially systemwide impact, requiring broad knowledge of organizational structures and systems. Performance of high-level and specialized functions involving the analysis, interpretation, integration, compilation, application, and presentation of complex data and information. Results are used for the development and implementation of new methods and strategic, long-term planning to meet programmatic and administrative goals.
- ◆ Serve as a key technical advisor to executives and management exercising considerable influence over strategic objectives and methods which have a broad and far reaching policy and operational impact.
- ◆ Independently manage and implement highly complex projects and business solutions with broad scope within and outside the organization. Impact is often both at the campus and systemwide level. Work is reviewed against demonstrated results.
- ◆ Use of substantial judgment in the analysis, interpretation, integration, and application of complex data and information and the subsequent development of policies and procedures. Precedents often do not exist and expertise and research must serve as reference guides.
- ◆ Lead business innovation and process improvement efforts, often developing new strategic approaches and solutions. Address problems from a broad interactive perspective using advanced research and analytical skills to conceive new solutions.
- ◆ Serve as the key contact and expert for a highly complex program, specialty, and/or organizational unit. Typically, maintains high-level and diverse contacts within the university system and with outside entities and agencies.
- ◆ Serve as a high-level individual contributor providing expertise and functional leadership and/or may oversee the day-to-day operations of the program or functional area including providing lead work direction to other professional and/or technical staff. Accountable for short- and long-term goals and objectives.

In addition to Position Skill Levels - Non-Exempt, Exempt I and Exempt II knowledge and skill requirements, work assignments typically require:

- ◆ Extensive and in-depth knowledge of and ability to apply expertise in the advanced theories, principles, methods and practices associated with the functional specialty, program, and/or organizational unit, including applicable internal policies and procedures and pertinent laws and regulations. Laws and regulations are highly complex and require substantial judgment and discretion in interpreting and applying them to the specialty or program area. Incumbents at this level often may have certification in a specialty area.

- ◆ Substantial and broad knowledge of public and private entities including their organizational and operating structures, internal systems, and functional areas, as well as the impact of critical external entities on an organization. Ability to integrate and apply this knowledge to anticipate problems and assess the impact of proposed solutions on various organizational areas.
- ◆ Extensive and in-depth knowledge in project management including research and analytical methodologies. Ability to interpret and integrate complex data and information to formulate appropriate courses of action which have broad and far reaching impact.
- ◆ Ability to understand and analyze complex problems from a future-oriented and broad interactive perspective and readily develop proactive solutions that integrate strategic goals into tactical operations.
- ◆ Ability to effectively use applicable information systems and applications in analysis, research, and reporting activities and projects.
- ◆ Ability to effectively communicate with and influence high-level and diverse contacts inside and outside of the CSU system.
- ◆ Ability to effectively use all communication methods and formats and to use expertise, as well as persuasion and negotiation skills, to build consensus to achieve short- and long-term goals and objectives.