

George Mason University

TITLING GUIDELINES FOR ADMINISTRATIVE FACULTY

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Purpose

Titling guidelines and conventions:

- Create a standard format to ensure titles are used consistently across the University
- Define appropriate use of job titles
- Facilitate cross-University comparisons

This document includes general definitions for each titling group, including:

- Summary and scope of the role
- People management
- Financial responsibilities
- Decision-making and strategy
- Leadership and Authority

Titling Guidelines:

- Titles are not a reward for performance or longevity and are not a replacement for appropriate pay
- Job titles should be representative of the accountabilities and responsibilities of the job, not the individual
- Titles are not a way to avoid FLSA overtime regulations or pay equity issues
- Use of functional titles for Global/External reasons should be separate from Mason titles
- Search and waiver procedures should be followed for any hiring, promoting, or reorganizational changes to leadership positions

Joint Legislative Audit & Review Commission (JLARC) Recommended Guidelines:

- Span of Control: Develop standards that establish and promote broader spans of control for supervisors with six or fewer direct reports.
- JLARC Span of Control supervisory changes are currently under review at George Mason University.

Administration Titles

Senior Vice President & Executive Vice President

Summary of Role

- Serves as Chief Executive of multiple University Divisions and leads all facets of the Divisions, usually through a group of Vice Presidents, Assistant or Associate Vice Presidents, Deans, Directors, and Managers
- Is ultimately accountable for performance of the assigned Divisions and collectively accountable with other senior leaders for overall achievement of the University's strategic goals
- Formulates, implements, monitors, and modifies the Division's strategic plans and long-term and short-term objectives, as well as policies, procedures, and performance metrics
- Serve on the President's Executive Council, President's Council and on G-4. Provides advice and counsel to the President in area of expertise. Reports to the President.

People Management

- Leads all facets of the Division, usually through a group of Vice Presidents, Associate/Assistant Vice Presidents, Deans, Directors, and Managers
- Is ultimately accountable for performance of the area(s) of responsibility and collectively accountable with other senior leaders for overall achievement of University strategic goals

Financial

- Develops and manages budget for the function and ensures compliance with University policies
- May allocate portions of the budget to direct reports to manage
- Reports state of budget to the President

Decision Making / Strategy

- Provides input on strategic direction of the University as it relates to their Division to the President or Board of Visitors
- Defines and directs the strategies for the area, ensuring consistency with the broad strategic goals of the institution
- Plans and evaluates the organization, workload and practices of the Division to ensure maximum effectiveness
- Decisions made are complex in nature and significant in scope, often requiring input and collaboration from multiple constituencies

Vice President

Summary of Role

- Serves as Chief Executive of a University Division with multiple functional areas and leads all facets of the Division, usually through a group of Assistant or Associate Vice Presidents, Deans, Directors, and Managers
- Is ultimately accountable for performance of the assigned Division and collectively accountable with other senior leaders for overall achievement of the University's strategic goals
- Formulates, implements, monitors, and modifies the Division's strategic plans and long-term and short-term objectives, as well as policies, procedures, and performance metrics
- May serve on the President's Executive Council and President's Council, provides advice and counsel to the President in area of expertise. Typically reports to the President or the Provost or Senior Vice President

People Management

- Leads all facets of the Division, usually through a group of Associate/Assistant Vice Presidents, Deans, Directors, and Managers
- Is ultimately accountable for performance of the area(s) of responsibility and collectively accountable with other senior leaders for overall achievement of University strategic goals

Financial

- Develops and manages budget for the function and ensures compliance with University policies
- May allocate portions of the budget to direct reports to manage
- Reports state of budget to the President, Provost or Senior Vice President

Decision Making / Strategy

- Provides input on strategic direction of the University as it relates to their Division
- Defines and directs the strategies for the area, ensuring consistency with the broad strategic goals of the institution
- Plans and evaluates the organization, workload and practices of the Division to ensure maximum effectiveness
- Decisions made are complex in nature and significant in scope, often requiring input and collaboration from multiple constituencies

Associate Vice President

Summary of Role		
<ul style="list-style-type: none"> • Provides leadership and oversight of one or more major functions within a Division that have a broad impact across the University. Leads the strategy and execution of a function for the entire University, usually through a group of subordinate Directors/Associate Directors/ Managers • Is ultimately accountable for unit's achievement of strategic goals and is accountable for overall achievement of the University's strategies and objectives related to the assigned unit • Oversee operations and activities of assigned unit(s); establishes and directs the execution of both short-term and long-term strategic and operational plans; formulates and recommends changes to policies, procedures, and practices • Develops performance metrics for assigned unit; plans and evaluates practices to ensure maximum effectiveness and efficiency • Supports the President, Senior VP, Provost or Chief of Staff by independently managing assigned area and representing the Unit, Division, and University both internally and externally • Typically reports to a Senior Vice President, Vice President or Provost 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Leads through Directors and Managers; has responsibility for all aspects of employee management within the department, including staffing, selection, development, performance evaluation, personnel transactions, employee relations, etc. • Coaches direct reports on effective people management 	<ul style="list-style-type: none"> • Develops, administers, executes, and monitors the budgets and grants for the assigned department(s) within the Division • May allocate portions of the budget to direct reports to manage 	<ul style="list-style-type: none"> • Develops short- and long-term strategic plans for the department • Defines and directs the priorities and implements the plans for the department, ensuring consistency with the broad strategic goals of the Division and the institution • Decisions made are complex and require considerable judgment, requiring input and collaboration from multiple constituencies within and outside of the Division

Assistant Vice President

Summary of Role		
<ul style="list-style-type: none"> • Provides leadership and oversight of one or more units within a Division that have a broad impact across the University. Leads the strategy and execution of a function for the entire University, usually through a group of subordinate Directors/Associate Directors/Managers • Is ultimately accountable for unit's achievement of operational goals and is accountable for overall achievement of the University's strategies and objectives related to the assigned unit • Oversee operations and activities of assigned unit(s); establishes and directs the execution of both short-term and long-term strategic and operational plans; formulates and recommends changes to policies, procedures, and practices • Develops performance metrics for assigned unit; plans and evaluates practices to ensure maximum effectiveness and efficiency • Supports the VP by independently managing assigned area and representing the Unit, Division, and University both internally and externally • Typically reports to a Vice President 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Leads through Directors and Managers; has responsibility for all aspects of employee management within the department, including staffing, selection, development, performance evaluation, personnel transactions, employee relations, etc. • Coaches direct reports on effective people management 	<ul style="list-style-type: none"> • Develops, administers, executes, and monitors the budgets and grants for the assigned department(s) within the Division • May allocate portions of the budget to direct reports to manage 	<ul style="list-style-type: none"> • Under the VPs general guidance, directs operational support for the department • Defines and directs the priorities and implements the plans for the department, ensuring consistency with the broad strategic goals of the Division and the institution • Decisions made are complex and require considerable judgment, requiring input and collaboration from multiple constituencies within and outside of the Division

Assistant Vice President / University Life

Summary of Role		
<ul style="list-style-type: none"> • Provides leadership, oversight and coordination of multiple University Life departments/units and divisional programs and services in accordance with the mission and strategic plans, as well as the University's policies and contractual agreements • Ensures accountability, effectiveness, efficiency and continuous improvement of departments/units and divisional programs and services. • Ensures that the work of University Life aligns with the strategic priorities of the division • Responsible for the administration related to personnel, students, programming, co-curriculum implementation, marketing and communication, evaluation and assessment, external relationships, liability issues, and all financial considerations • Develops and maintains collaborative relationships and fosters partnerships with a broad base of campus and community members for the benefit of students, departments/units, the division and the institution. Supports the Vice President by representing the division both internally and externally. • Oversees the development and review of student programs and services; co-curriculum in the assigned departments in accordance with institutional and professional standards and practices. • Reports to the Vice President 		
People Management & Financial	Decision Making / Strategy	Decision Making / Strategy (cont.)
<ul style="list-style-type: none"> • Ensures direct reports and their staff/units operate as integral parts of the division and the institution. • Ensure assigned units manage appropriately and effectively the recruitment, development, supervision, performance and management processes • Support professional development, collaboration with colleagues and departments across the institution and provide coaching and leadership • Plans, reviews, allocate and/or monitor the budgets and grants of the assigned department(s) within division. Consults with division budget director. Holds direct reports accountable 	<ul style="list-style-type: none"> • Under the Vice President's general guidance, develops or facilitates development of short- and long-term strategic plans for the division and department(s) or unit(s) consistent with vision, mission and goals of the division and the institution • Sets goals and objectives based on needs of populations served and desired student learning or development outcomes • Defines and directs the priorities and implements or facilitates the implementation of the plans for the department/unit(s), ensuring consistency with the broad strategic goals of division 	<ul style="list-style-type: none"> • Decisions made are complex and require considerable judgment, requiring input and collaboration from multiple constituencies within and outside of the unit • Develops and conducts regular assessment and evaluations of reporting departments/units to determine effectiveness, achievement of outcomes, and quality improvement • Advocates for programs and services and facilitates processes to reach consensus when wide support is needed

Executive Director

Summary of Role		
<ul style="list-style-type: none"> • Independently leads external center, unit or professional service to the community, with an external interaction span of control • Is accountable for the achievement of goals and objectives for an individual function (responsible for a designated unit) within the unit as assigned by Vice President, Associate Vice President or Dean • Reviews, analyzes and evaluates effectiveness of assigned area and recommends changes or enhancements to senior staff • Typically reports to an Associate Vice President, but may report to a Vice President or Senior Vice President, Provost or Dean 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Supervises and mentors a team of direct reports • Ensures quality employees are recruited, retained, and appropriately compensated • Establishes expectations, goals, and objectives for direct reports; evaluates employee performance, develops staff • Manages resolution of employee issues, ensuring that they are handled consistently with University policies 	<ul style="list-style-type: none"> • Provides budget development for assigned area within their Unit • Manages budget for the assigned area and ensures compliance with University policies • Allocates resources to meet fluctuating priorities or needs of projects or programs within the assigned area 	<ul style="list-style-type: none"> • Develops short- and long-term strategic plans for the function. Operationalizes strategic plan, sets milestones , and evaluates progress • Decisions made are complex in nature and require considerable judgment. Consults with others in the function as needed for input on decisions • Elevates decisions to the next highest level when the impact crosses functional boundaries

Director

Summary of Role		
<ul style="list-style-type: none"> • Leads the strategy and execution of a functional area or a critical initiative within a Department, usually through a group of Associate /Assistant Directors, Managers, and/or Coordinators • Is accountable for the achievement of goals and objectives for an individual function within the department or division • Reviews, analyzes and evaluates effectiveness of assigned area and recommends changes or enhancements to senior staff • Typically reports to an Associate or Assistant Vice President, but may report to a Vice President or Senior Vice President or Provost 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Supervises and mentors a team of direct reports • Ensures quality employees are recruited, retained, and appropriately compensated • Establishes expectations, goals, and objectives for direct reports; evaluates employee performance, develops staff • Manages resolution of employee issues, ensuring that they are handled consistently with University policies 	<ul style="list-style-type: none"> • Provides input on budget development for assigned area within their Department or Division • Manages budget for the assigned area and ensures compliance with University policies • Allocates resources to meet fluctuating priorities or needs of projects or programs within the assigned area 	<ul style="list-style-type: none"> • Develops short and long-term strategic plans for the function. Operationalizes strategic plan, sets milestones, and evaluates progress • Decisions made are complex in nature and require considerable judgment. Consults with others in the function as needed for input on decisions • Elevates decisions to the next highest level when the impact crosses functional boundaries

Associate or Assistant Director

Summary of Role		
<ul style="list-style-type: none"> • Supports a Director or Executive Director in overseeing the defined functional area and/or manages the execution of the strategy of the function or large sub-function within a Department or Division • Primary function is operational, but influences strategic plans • Requires an advanced degree • Academic Connection • Typically reports to a Director or Executive Director • Can also be a Classified employee (not a guaranteed A/P Faculty) 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Typically supervises and mentors others, usually Managers, Coordinators and classified staff • In conjunction with Director, establishes expectations, goals, and objectives for direct reports; evaluates employee performance, develops staff 	<ul style="list-style-type: none"> • May contribute to development of the budget for a functional area • May manage a portion of the budget • Typically develops forecasts and reports on budget status 	<ul style="list-style-type: none"> • Contributes ideas and viewpoints on strategic and operational plans • Decisions made are complex in nature and focused on ensuring departmental objectives are met • Consults with others in functional area for input on decisions • Seeks input on decisions from Director to ensure alignment with functional strategy • Elevates decisions to the next highest level when the impact crosses functional boundaries • Manages the daily operations of the assigned area

Manager

Summary of Role		
<ul style="list-style-type: none"> • Responsible for overseeing a specific part of a functional area • Primary function is operational, rather than strategic • Typically reports to a Director or Executive Director, but may report to an Assistant/Associate Director • Is typically a Classified employee, but in some circumstances may be specified as A/P Faculty 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Typically supervises others, usually Coordinators and/or classified staff • Trains and mentors staff to ensure work is performed effectively and according to plans and standards • Assists with hiring and other personnel decisions 	<ul style="list-style-type: none"> • Monitors staff timekeeping, overtime, and similar expenditures • May monitor a portion of the functional area's budget • May develop forecasts and reports on budget status • May contribute to development of budget for functional area 	<ul style="list-style-type: none"> • May contribute ideas and viewpoints on operational plans • Decisions made are primarily operational and short-term • Exercises discretion in decision-making, using existing policies and past practice as guidelines • Seeks input on decisions from Director/ Associate Director/ Assistant Director to ensure alignment with operational plans

Academic Titles

Dean

Summary of Role		
<ul style="list-style-type: none"> Serves as the head of academic college or school or institute; is responsible for the overall success of the college or school Provides leadership and oversight of the college or school in accordance with the stated mission and strategic plans, as well as the University's policies and contractual agreements Responsible for all personnel, students, instruction, academic activities, programs, external relationships and all financial aspects of the college or school Develops strategic and operational plans; formulates and manages the budget for the college or school within the University's policies and guidelines Develops and maintains strong relationships in the professional and academic community Reports to the Provost/Executive Vice President Responsible for external fundraising to support college-based and University initiatives 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> Leads all facets of the college, school or institute, usually through a group of Associate/Assistant Deans Provides leadership and management to all faculty and staff of the college or school Leads and oversees the recruitment and retention activities of all faculty and staff of the college, school or institute Active collaboration with the faculty of units 	<ul style="list-style-type: none"> Oversees the development and management of budgets and grants for the college or school and ensures compliance with University policies Reports financial state of the college or school to the Provost and President 	<ul style="list-style-type: none"> Formulates, recommends and executes the strategic direction of the college or school, ensuring consistency with the broad strategic goals of the University Plans and evaluates the organization, workload and practices of the college, school, or institute to ensure maximum effectiveness Decisions made are complex in nature and significant in scope, often requiring input and collaboration from multiple constituencies

Associate Dean

Summary of Role		
<ul style="list-style-type: none"> • Provides leadership and oversight of one or more defined academic departments or major units within a college, school, or institute in accordance with the entity's mission and strategic plans, as well as the University's policies and contractual agreements • Responsible for the comprehensive coordination and administration related to personnel, students, instruction, scheduling, curriculum implementation, external relationships, and all financial considerations relating to the defined departments/units within the college, school, or institute • Serves as the assigned department's liaison with internal units, external organizations, and the professional community • Responsible for the development and revision of the academic programs and curriculum in the assigned departments, admissions standards, and new programs, as appropriate • Supports the Dean and Provost by independently managing assigned area and representing the college, school or institute both internally and externally • Typically reports to a Dean 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Manages and coordinates all faculty and staff of the assigned departments/units • Ensures appropriate and effective recruitment and retention activities and personnel management of all faculty and staff in the assigned departments/units 	<ul style="list-style-type: none"> • Develops, administers, executes, and/or monitors the budgets and grants for the assigned department(s) within the college, school, or institute 	<ul style="list-style-type: none"> • Under the Dean's general guidance, develops short- and long-term strategic plans for the department or unit • Defines and directs the priorities and implements the plans for the department/unit, ensuring consistency with the broad strategic goals of the college and the institution • Decisions made are complex and require considerable judgment, requiring input and collaboration from multiple constituencies within and outside of the unit

Associate Dean / University Life

Summary of Role

- Provides leadership and oversight of one or more defined University Life or academic departments or major units within a college, school, institute or division in accordance with the entity's mission and strategic plans, as well as the University's policies and contractual agreements
- Responsible for the comprehensive coordination and administration related to personnel, students, instruction, programming, scheduling, curriculum or co-curriculum implementation, evaluation and assessment, external relationships, liability issues, and all financial considerations relating to the defined departments/units within the college, school, institute or division
- Serves as the assigned liaison with internal units, external organizations, and the professional community
- Responsible for the development and revision of the academic/student programs and curriculum/co-curriculum in the assigned departments in accordance with institutional and professional standards and practices, and new programs, as appropriate
- Supports the Dean and Provost, Vice President by independently managing assigned area and representing the college, school or institute, division both internally and externally
- Typically reports to a Dean, Vice President, or Assistant Vice President

People Management

- Manages and coordinates all faculty and staff of the assigned departments/units
- Ensures appropriate and effective recruitment and retention activities and personnel management of all faculty and staff in the assigned departments/units
- Manage and coordinate with assigned department/unit directors on the recruitment, selection, development, supervision, performance planning and management processes of all administrative faculty and staff in the assigned departments/units
- Ensure and support professional development, collaboration with colleagues and departments across the institution, and scholarly contributions to the profession

Financial

- Develops, administers, executes, and/or monitors the budgets and grants for the assigned department(s) within the college, school, institute or division

Decision Making / Strategy

- Under the Vice President's or Dean's general guidance, develops or facilitates development of short- and long-term strategic plans for the department(s) or unit(s)
- Defines and directs the priorities and implements or facilitates the implementation of the plans for the department/unit(s)
- Decisions made are complex and require considerable judgment, requiring input and collaboration from multiple constituencies within and outside of the unit
- Develop and conduct regular assessment and evaluations of reporting departments/units to determine effectiveness, achievement of outcomes, and quality improvement

Assistant Dean

Summary of Role		
<ul style="list-style-type: none"> • Provides oversight and management over an academic program within an academic department within a college, school, or institution in accordance with the entity's mission and strategic plans, as well as the University's policies and contractual agreements • Compared to Associate Dean positions, the Assistant Dean role generally has a narrower scope or less authority. However, the role is academic in nature and involves the coordination and management personnel, students, instruction, scheduling, curriculum implementation, and external relationships for the assigned program • Positions typically are responsible for the development and revision of the academic programs and curriculum in the assigned area, admissions standards, and/or new programs, as appropriate • Typically reports to an Associate Dean 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Typically manages and coordinates all faculty and staff of the assigned unit (but may not apply to all positions) 	<ul style="list-style-type: none"> • Typically administers, executes, and monitors the budgets and grants for the assigned program • Provides input on budget development for assigned area 	<ul style="list-style-type: none"> • Under the guidance of an Associate Dean or Dean, operationalizes and assists with development of short and long-term objectives and plans of the program • Decisions made are complex in nature and require considerable judgment • Elevates decisions to the Associate Dean or Dean when the impact crosses functional boundaries

Associate/Assistant Provost

Summary of Role		
<ul style="list-style-type: none"> • Provides leadership and oversight of a major University-wide academic functional area, such as undergraduate or graduate education, faculty development, and similar areas • Formulates, implements, monitors, and modifies the functional areas strategic plans, long-term and short-term objectives, and academic standards associated with the functional area • Assists the Provost and Vice Provost in overseeing and managing academic, curricular or program matters • Contributes to developing educational policy, establishing standards for program assessment, strengthening faculty research, providing support services to students, fostering curricular innovation, recruiting and mentoring faculty, and similar initiatives • May act as principle spokesperson or representative of academic affairs, internally and/or externally on matters of high significance or sensitivity • Typically serves on the Provost’s Office senior executive team. Provides advice and counsel to the Provost and Vice Provost in area of expertise • Assistant Provosts differ from Associate Provosts in that they may be new to the position, with a more narrow span of authority or leadership until the individual is fully proficient and independent in the role • Reports to the Provost or Vice Provost 		
People Management	Financial	Decision Making / Strategy
<ul style="list-style-type: none"> • Provides leadership and management to all faculty and staff of the major University-wide academic functional area • Leads and oversees the recruitment and retention activities of all faculty and staff of the area 	<ul style="list-style-type: none"> • Oversees the development and management of budgets and grants for the functional area and ensures compliance with University policies 	<ul style="list-style-type: none"> • Formulates, recommends and executes the strategic direction of the functional area, ensuring consistency with the broad strategic goals of the University • Plans and evaluates the organization, workload and practices of the functional area to ensure maximum effectiveness • Decisions made are complex in nature and significant in scope, often requiring input and collaboration from multiple constituencies