ADM Classification Table (grades 4 – 12)

| | Strategic Influence | Authority and Accountability | Problem Solving and Decision Making | Knowledge, Skills, and Experience |
|---|---|---|---|---|
| Mid-Level Individual Contributor (Grade 5) | • Understands department/functional area objectives and goals, and how own job contributes<br>• Understands that impact of erroneous decisions might cause slight delays in schedule<br>• May suggest improvements regarding processes and procedures to Manager or department/functional area leader | • Reports/accountable to Director/Associate Director or Manager<br>• Performs a standard set of job duties and activities. Work is monitored under general supervision<br>• Ensures that behavior in own job has integrity and can be described as ethical behavior | • Encounters problems that typically affect only role<br>• Resolves problems with limited complexity using known solutions<br>• Follows set procedures to solve issues; issues of greater than normal complexity may involve a Manager or department/functional area leader<br>• May support individuals that deal with confidential and discretionary information | • Bachelor's degree or equivalent experience required<br>• 1-3 years of general working experience<br>• Working knowledge of processes and procedures<br>• Participates as an active team member<br>• Proficiency with technology based on job requirements |
| Entry-Level Individual Contributor (Grade 4) | • Understands department/functional area objectives and goals, and how own job contributes<br>• Has limited insight into impact of erroneous decisions | • Typically reports/accountable to Director/Associate Director or Manager<br>• Performs routine tasks with specific milestones and associated projects under direct supervision<br>• Ensures that behavior in own job has integrity and can be described as ethical behavior | • Encounters problems that are very routine with well-known standards and solutions<br>• Solves problems and makes decisions from a limited set of approved approaches, with any problem outside of standards elevated to the Manager or department/functional area leader | • Holds a High School diploma or GED at minimum. For majority of jobs, Bachelor's degree required.<br>• Typically has 0-1 years of general working experience<br>• Some working knowledge of processes and procedures<br>• Participates as an active team member<br>• Proficiency with technology based on job requirements |

ADM 4:

- Academic Affairs Coordinator, Curriculum Review

ADM Classification Table (grades 4 – 12)

| | Strategic Influence | Authority and Accountability | Problem Solving and Decision Making | Knowledge, Skills, and Experience |
|---|---|---|---|---|
| Manager/Senior-Level Individual Contributor (Grade 6) | • Understands department/functional area objectives and goals, and how own job contributes<br>• Understands that impact of erroneous decisions might cause slight delays in schedule<br>• May contribute insights and ideas on processes, procedures, and efficiencies to department/functional area leader | • Reports/accountable to Director/Associate Director<br>• Performs a variety of job duties and activities by following standard procedures and protocols of the department/functional area; may tackle more complex job duties or activities on an as needed basis<br>***For management staff:***<br>• Supervises staff that hold jobs in same or similar job family or function<br>***For non-management staff:***<br>• Does not directly oversee a team, but acts as support, mentor and resource to less experienced team members<br>• Ensures that behavior in own job has integrity and can be described as ethical behavior | • Follows department/functional area leader's lead on work flow and project-based processes. Focuses time on operational aspects of role<br>• Resolves generally routine problems by identifying appropriate solution from set of established procedures/frameworks<br>• May help team solve complex, non-routine issues with oversight from higher-level department/functional area leader<br>• May support individuals that deal with confidential and discretionary information | • Bachelor's degree or equivalent experience strongly preferred<br>• 3-5 years of related work experience<br>• Good working knowledge of processes and procedures<br>• Ability to set priorities, and manage time, effort, and activities within own job.<br>• Participates as an active team member<br>• Proficiency with technology based on job requirements<br>***For academic/student affairs staff:***<br>• Holds an advanced degree, at minimum<br>• Experience working in an academic environment<br>***For supervisory staff:***<br>• One year of supervisory experience preferred |

ADM Classification Table (grades 4 – 12)

| | Strategic Influence | Authority and Accountability | Problem Solving and Decision Making | Knowledge, Skills, and Experience |
|---|---|---|---|---|
| Senior/Associate Director, Class Dean (Grades 7-8) | • Understands department/functional area objectives and goals; provides operational input into setting these goals<br>• Keeps department management informed on operational issues, and proactively suggests strategic departmental improvements<br>• Understands that impact of erroneous decisions might cause slight delays and moderate expenditure of time, and financial funds; attempts to structure own work and work of others (indirect/direct reports) in such a way to minimize risk and maximize effectiveness | Reports to department management<br>***Management staff:***<br>• Supervises an area of a given function and maintains first line of oversight for department/functional area<br>• Leads execution of daily work- includes setting performance standards and priorities, scheduling and training.<br>• Makes recommendations to department/functional area management re: department management affairs (e.g., hiring, performance reviews, termination, etc.)<br>***Non-management staff:***<br>• Executes specific responsibilities in a timely manner adhering to functional guidelines. Plans and schedules own work flow and timetables<br>• Contributes as a team member and resource to other professionals in the area<br>• Follows prescribed processes and procedures to achieve department/functional area goals<br>• Encourages and maintains a culture of integrity and ethical behavior throughout functional area(s) | • Manages workflow, key processes, and timing of function or area<br>• Encounters varied problems and situations. Has some latitude in interpretation of rules and procedures to resolve issues Problems typically affect own area of responsibility, but may have implications for other related areas<br>• Solves problems using precedent, with guidance from superiors; involves coordinating resources, evaluating and resolving individual incongruities within accepted practice<br>• Able to assume a higher level of authority as needed | • Bachelor's degree, at minimum. For some positions, an advanced degree may be preferred<br>• 5-7 years of related work experience; some management experience preferred<br>• Has in-depth knowledge in area of specialization; while not required, working knowledge of related areas would be helpful<br>• Proficiency with technology based on job requirements<br>***Management staff:***<br>• Leads and directs individuals in similar jobs to accomplish work in a team-based environment and within general procedures<br>***Academic/student affairs staff:***<br>• Advanced degree, at minimum<br>• Experience working in an academic environment |

ADM 7/8

- Associate Director, Campus Computing Services
- First Year Dean, Dean of Studies Office

ADM Classification Table (grades 4 – 12)

| | Strategic Influence | Authority and Accountability | Problem Solving and Decision Making | Knowledge, Skills, and Experience |
|---|---|---|---|---|
| Executive Directors/Director,(Grades 9-10) | • Often leads and manages a large functional area, or two or more units/functions/programs<br>• Provides strategic input to department/functional area objectives and goals<br>• Builds and promotes collaboration across related functional areas<br>• Understands that impact of erroneous decisions might cause delays, and considerable expenditure of time, manpower, and financial funds; proactively works with senior management to anticipate potential roadblocks and acts to minimize risk | Reports/accountable to division management<br>***Management staff:***<br>• Plans, directs, and manages the department's daily operations including financial and human resource issues<br>***non-management staff:***<br>• Executes specific responsibilities in a timely manner adhering to functional guidelines. Plans and schedules own work flow and timetables<br>• Contributes as a team member and resource to other professionals in the area<br>• Proactively identifies areas for improved efficiency or effectiveness, and brings suggested solutions to senior management<br>• Influences outcomes, processes, or initiatives and may be involved in prioritizing activities related to program/project operations<br>• Encourages and maintains a culture of integrity and ethical behavior throughout functional area(s). | • Responsible for making operational decisions that have a direct impact on the outcomes of a division/functional area.<br>• Contributes to decision making on the strategy of division/functional area<br>• Has authority for making decisions in own area, subject to Vice President approval<br>• Encounters complex problems and situations involving multiple areas/units. Has latitude in interpretation of existing policies, guidelines, procedures to assist in problem resolution<br>• Collaborates and gathers input from others to assist in resolving problems. Problems may have consequences that reach beyond own department, unit or specialty<br>• Anticipates internal and/or external challenges; identifies the stakeholders that need to be involved to resolve items of significant concern<br>• Deals with confidential and discretionary information appropriately | Bachelor's degree; advanced degree<br>generally preferred (in higher education o<br>specific functional area)<br>• 7-10 years of related work experience, 5 + years in management (for those positions that have direct reports)<br>• Has in-depth knowledge in area of specialization required with working knowledge of related areas<br>• Understands and develops project plans for area of responsibility, including the coordination of multiple resources and activities<br>• Proficiency with technology based on job requirements<br>***Management staff:***<br>• Manages own work and work of others against performance standards & expectations for cost, quality, and output (e.g., ability to set priorities for self and others, schedule work activities, allocate resources and provide appropriate feedback)<br>***Academic/student affairs staff:***<br>• Holds an advanced degree, at minimum<br>• Experience working in an academic environment |

ADM 9/10:

- Executive Director, Facilities Management
- Director, IT Infrastructure

ADM Classification Table (grades 4 – 12)

| | Strategic Influence | Authority and Accountability | Problem Solving and Decision Making | Knowledge, Skills, and Experience |
|---|---|---|---|---|
| Senior Leaders/Administrators (Grades 11-12) | • Has a comprehensive understanding of policies, trends, and overall external environment and how it impacts the higher education industry and Barnard. These may include political, legal, environmental, financial and social influences<br>• Responsible for formulating objectives, strategies, and operational plans within broader functional area(s) that are consistent with the long-term interests of the institution<br>• Serve as a thought partner in the development of strategic and operational plans for the institution<br>• Identifies and capitalizes on opportunities, while appropriately balancing and managing the degree and impact of risk to the institution<br>• Often leads and manages multiple units/functions/programs, of considerable size | • Leads a major division/functional area of the institution and is accountable for the creation, implementation, and ongoing execution of the division/area's strategic and operational plans, goals, and policies<br>• Provides supervision and leadership of subordinate directors and managers<br>• Oversees employee recruitment, distribution of work, termination and discipline of employees and performance management. Makes staffing and pay decisions, sets goals/objectives, train employees<br>• Promotes, encourages, and is held accountable for a collaborative, team-based environment where differences of opinion and creative tension thrive; subordinates have room to perform and develop<br>• Leads, encourages, and maintains a culture of integrity and ethical behavior throughout functional area(s) | • Responsible for making strategic decisions that have a direct impact on the outcomes of a major division/area of the institution<br>• Encounters complex problems and situations and may involve multiple areas/units. Problems are broad in scope and implications, and have a high degree of risk for the institution. Specific precedents for analyzing and resolving problems may not exist<br>• Resolves problems through interpretation of institution's strategy, in-depth analysis, and utilizing cross-functional relationships/assessments<br>• Proactively identifies, defines, and resolves internal and/or external challenges; recommends solutions based on expertise<br>• Deals with confidential and discretionary information appropriately | • Bachelor's degree at minimum, with an advanced degree generally preferred (in higher education or specific functional area)<br>• Typically, has 10+ years of related work experience; including 8 +years in management, 5 +years in function<br>• Has proven leadership skills and managerial expertise; motivates and empowers direct and indirect reports to achieve priorities and expectations for own area<br>• Forecasts and manages budgets and other resource requirements for area of responsibility<br>• Champions openness and influences others of the benefits/importance of an idea or plan of action; has ability to appropriately garner support and commitment<br>• Proficiency with technology based on job requirements<br>***Academic / student affairs staff:***<br>• Advanced degree, [at minimum]<br>• Experience working in an academic environment |

ADM 11/12 positions:

- Dean of Enrollment Management
- Director of Budget & Planning
- Director of Financial Aid