

# Overview – Job Coaching Guide

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These materials contain brief descriptions of the functional departments at Year Up and the types of roles available in each department. You can scan these to get a better understanding of the responsibilities associated with each type of role, along with their related skills and competencies.

# Table of Contents

*Last updated: June 2017 – Detailed description of roles subject to change*

<b>Team</b>	<b>Description on slide(s):</b>
<b>Functional Department Descriptions</b>	• 3
<b>Roles by Department</b>	• 4
<b>Program</b>	• 5-6
<b>Corporate Engagement</b>	• 7
<b>Development</b>	• 8-10
<b>Influence</b>	• 11
<b>Marketing</b>	• 12-13
<b>Executive Operations</b>	• 14
<b>Operations (Site)</b>	• 15
<b>HR</b>	• 16
<b>IT</b>	• 17
<b>Instructional Career Stages</b>	• 18
<b>Non-Instructional Career Stages</b>	• 19

# Functional Department Descriptions

**National Staff** support local teams in implementing the Year Up model. They are primarily based in Boston, NY, and San Francisco but opportunities to work within local sites are rapidly expanding.

**Local Staff** directly implement the Year Up model at sites across the country.

Team	Description
<b>Program</b> (National/Local)  Largest Overall Staffing Function Within the Organization	<ul style="list-style-type: none"> <li>National Program team partners with sites to develop best practices and standards for high quality programming, ensures consistent program delivery and serves as launch leads and consultants for all new sites.</li> <li>Local Program staff implement quality program delivery for students from beginning to end and includes Admissions, Program Managers, Student Services, Internship Services, and Employment Placement. At PTC sites, this may include connecting with the college partner and instructors whereas in Core Sites the Academics team may be a separate entity but still under the Program lead.</li> </ul>
<b>Alumni</b> (National Only)	<ul style="list-style-type: none"> <li>Builds and maintains important resources to connect alumni back to Year Up and help them continue their career growth post graduation.</li> </ul>
<b>Corporate Engagement</b> (National/Local)	<ul style="list-style-type: none"> <li>Creates and maintains national and local employment partners that are the primary revenue stream for the organization and provide internships/employment opportunities for students. Works closely alongside local Executive Directors (ED's).</li> </ul>
<b>Development</b> (National/Local)	<ul style="list-style-type: none"> <li>Raises revenue for the organization through philanthropic donations, grants, and institutional giving. Also responsible for some external marketing and major events at local sites. Works alongside local ED's.</li> </ul>
<b>Influence</b> (National Only)	<ul style="list-style-type: none"> <li>Works externally alongside like-minded organizations and governmental agencies to influence policies, practices, and perceptions that help to achieve our mission of closing the Opportunity Divide.</li> </ul>

Team	Description
<b>Marketing</b> (National only)	<ul style="list-style-type: none"> <li>Assists local and national teams to build the Year Up brand through stakeholder experience, content development, digital marketing, social media, public relations and event management.</li> </ul>
<b>Executive Operations</b> (National only except for ED's)	<ul style="list-style-type: none"> <li>Provides executive-level strategic and operational leadership and oversight for the organization. Includes C-level leaders, Executive Directors, National Functional Leads and Executive Support roles.</li> </ul>
<b>Operations</b> (Local Only)	<ul style="list-style-type: none"> <li>Oversees financial &amp; budget management, human resources, operations, facilities, and IT management for local sites.</li> </ul>
<b>HR</b> (National Only)	<ul style="list-style-type: none"> <li>Provides talent acquisition, human capital development, internal staff training, organizational development initiatives, payroll/benefits, people strategy and other HR related functions across the organization.</li> </ul>
<b>Finance</b> (National Only)	<ul style="list-style-type: none"> <li>Oversees organizational financial operations, financial planning, budgeting, and analysis for the organization.</li> </ul>
<b>IT</b> (National Only)	<ul style="list-style-type: none"> <li>Oversees all Information Technology planning, operations, security, and innovations within the organization and works with local sites to implement solutions.</li> </ul>

# Which types of roles are you interested in?

Team	Types of roles
Program	<ul style="list-style-type: none"> <li>National Program Team</li> <li>Research &amp; Evaluation</li> <li>Close Support - Program</li> <li>Admissions &amp; Outreach</li> <li>Internship Services</li> <li>Student Services</li> <li>(Senior) Program Director - Core (role)</li> <li>(Senior) Site Director of Higher Ed Programs - PTC (role)</li> <li>Academic Director - Core (role)</li> <li>Program Manager (role)</li> <li>Instructor – Core</li> <li>Employment Placement</li> </ul>
Alumni	<ul style="list-style-type: none"> <li>Strategy</li> <li>Alumni Relations</li> <li>Events Management</li> </ul>
Corporate Engagement	<ul style="list-style-type: none"> <li>Business Development</li> <li>Partner Relations Management</li> <li>Enterprise Account Management</li> <li>Sales Operations</li> </ul>
Development	<ul style="list-style-type: none"> <li>(Senior) Director of Philanthropy</li> <li>(Senior/Associate) Director of Development</li> <li>Institutional Giving Officers</li> <li>Institutional Giving Manager</li> <li>Development Manager, Specialist, Coordinator</li> <li>External Relations Manager</li> <li>Data Management and Reporting</li> <li>Institutional Giving and Grant Writing</li> <li>Local Mid-Level Giving/Annual Fund</li> <li>Major and Principal Gifts/Investor Relations</li> <li>Prospect Research</li> <li>PTC Support</li> </ul>
Influence	<ul style="list-style-type: none"> <li>Grads of Life / Employer Demand</li> <li>Supply/Share What We Know (OR YU Product Development)</li> <li>Public Policy, Public Funding &amp; Governmental Affairs</li> </ul>

Team	Types of roles
Marketing	<ul style="list-style-type: none"> <li>Stakeholder experience</li> <li>Content Development</li> <li>Branding</li> <li>Digital Marketing</li> <li>Social Media</li> <li>Public Relations</li> <li>Event Management</li> <li>Operations</li> </ul>
Executive Operations	<ul style="list-style-type: none"> <li>Executive Leadership</li> <li>Executive Support</li> <li>Governance Relations</li> <li>Internal Communications</li> <li>Special Projects</li> </ul>
Operations (Site)	<ul style="list-style-type: none"> <li>Financial &amp; Budget Management</li> <li>Talent Acquisition &amp; Development</li> <li>Facilities &amp; IT Management</li> </ul>
HR	<ul style="list-style-type: none"> <li>Talent Acquisition</li> <li>Learning (Training Academy)</li> <li>Organization Development</li> <li>Talent Administration</li> <li>People Strategy, Operations, Special Projects</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Financial Operations</li> <li>Financial Planning &amp; Analysis</li> </ul>
IT	<ul style="list-style-type: none"> <li>Network Services</li> <li>Help Desk</li> <li>IT Project Management</li> <li>Business Analysis</li> <li>Information System Administration</li> <li>Information System Software Development</li> </ul>

# Detail: Program (I of II)

Career Interest	Description
<ul style="list-style-type: none"> <li>National Program Team</li> </ul>	<ul style="list-style-type: none"> <li>Partner with sites to develop best practices and standards for high quality program delivery</li> <li>Facilitate the design of new program solutions to meet employer demand and curate “product catalog” of existing offerings</li> <li>Serve as program functional role consultants and coaches</li> <li>Serve as launch leads and consultants for all new PTCs</li> </ul>
<ul style="list-style-type: none"> <li>Research &amp; Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Partner with external evaluators on large studies that test YU impact</li> <li>Conduct internal and smaller studies to inform program</li> </ul>
<ul style="list-style-type: none"> <li>Close Support - Program</li> </ul>	<ul style="list-style-type: none"> <li>Manage the process for activating close support at YU sites</li> <li>Execute short-term projects and program functional role responsibilities for sites on an as-needed basis</li> </ul>
<ul style="list-style-type: none"> <li>Admissions &amp; Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Manage the process that converts opportunity youth from interested prospects to enrolled YU students</li> <li>Lead site effort to create mission-aligned and balanced LCs and cohorts</li> </ul>
<ul style="list-style-type: none"> <li>Internship Services</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for the student experience and accountable for student professionalism coaching during the internship phase including working with both students and partners</li> <li>Manage the process of matching students to internship seats based on internship role demands and student strengths</li> </ul>
<ul style="list-style-type: none"> <li>Employment Placement</li> </ul>	<ul style="list-style-type: none"> <li>Student job search preparation skills development</li> <li>Job fulfillment for graduates</li> <li>Student coaching support for recent graduates (within 6 months)</li> </ul>

## Detail: Program (II of II)

Career Interest	Description
<ul style="list-style-type: none"> <li>• Student Services</li> </ul>	<ul style="list-style-type: none"> <li>• Provide essential wrap around coaching and support to ensure student success and retention</li> <li>• Build and manage partnerships to connect students with specialized services outside of YU</li> </ul>
<ul style="list-style-type: none"> <li>• (Senior) Program Director - Core</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee the implementation of student facing activities/program from outreach to outcomes</li> <li>• Drive site metrics performance, in partnership with ED</li> </ul>
<ul style="list-style-type: none"> <li>• (Senior) Site Director of Higher Ed Programs - PTC</li> </ul>	<ul style="list-style-type: none"> <li>• Act as key liaison to the college partner, managing senior and midlevel relationships in conjunction with the ED</li> <li>• Oversee the implementation of student facing activities/program from outreach to outcomes</li> <li>• Drive site metrics performance, in partnership with ED</li> </ul>
<ul style="list-style-type: none"> <li>• Academic Director - Core</li> </ul>	<ul style="list-style-type: none"> <li>• Plan, implement, manage and ensure curriculum alignment for YU's academic program</li> <li>• Perform observations, conduct reviews and provide training for instructional staff</li> </ul>
<ul style="list-style-type: none"> <li>• Program Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for the overall student experience from L&amp;D through internship phase</li> <li>• Lead a team of other staff members to deliver strong Learning Community activities</li> </ul>
<ul style="list-style-type: none"> <li>• Instructor - Core</li> </ul>	<ul style="list-style-type: none"> <li>• Create and execute curriculum that meets the objectives and standards of Academic Credentialing and supports the needs of internship partners</li> <li>• Deliver instruction while also coaching students around professional development</li> </ul>

# Detail: Corporate Engagement

Career Interest	Description
<ul style="list-style-type: none"><li>• Business Development</li></ul>	<ul style="list-style-type: none"><li>• Complex deal pursuit, management and negotiation skills</li><li>• Ability to identify/target new pursuit opportunities</li><li>• Pipeline management</li></ul>
<ul style="list-style-type: none"><li>• Partner Relations Management</li></ul>	<ul style="list-style-type: none"><li>• Client Relationship Development</li><li>• Account management and growth (including renewals)</li><li>• Account plan development</li></ul>
<ul style="list-style-type: none"><li>• Enterprise Account Management</li></ul>	<ul style="list-style-type: none"><li>• Complex account management and navigation</li><li>• Solution opportunity identification and development</li><li>• Strategic Account plan development and implementation</li></ul>

# Detail: Development (I of III)

Career Interest	Description
<ul style="list-style-type: none"> <li>• (Senior) Director of Philanthropy</li> </ul>	<ul style="list-style-type: none"> <li>• Raise significant, multi-year gifts from individuals with capacity to make \$100K+ pledges</li> <li>• Identify individuals with \$100K+ capacity; develop prospect strategy</li> <li>• Meet with existing donors (independently and in partnership with management team); cultivate increased support</li> <li>• Data management: enter trip reports, communication with donors; update pipeline</li> </ul>
<ul style="list-style-type: none"> <li>• (Senior/Associate) Director of Development</li> </ul>	<ul style="list-style-type: none"> <li>• Raise and steward support and mid-level revenue portfolio (donors with capacity to give up to \$25K annually) and manage individuals on site development team</li> <li>• Call and meet with prospects/donors at \$1K-\$25K levels</li> <li>• Solicit and steward annual fund and midlevel gifts through direct response campaigns and events</li> <li>• In partnership with ED/Site operations – prepare budget, cash projections, progress to goal reports; supervise data management activities</li> </ul>
<ul style="list-style-type: none"> <li>• Institutional Giving Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Raise and steward gifts from nationally-focused institutional funders</li> <li>• Identify grant-making and corporate philanthropy prospects; meet with prospects and partners</li> <li>• Orchestrate grant-writing, reporting in collaboration with shared grant writers (devo ops)</li> <li>• Coordinate corporate philanthropy and relationship management with CE</li> </ul>
<ul style="list-style-type: none"> <li>• Institutional Giving Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Raise and steward gifts from locally-focused institutional funders</li> <li>• Identify grant-making and corporate philanthropy prospects; meet with prospects and partners</li> <li>• Orchestrate grant-writing, reporting in collaboration with shared grant writers (devo ops)</li> <li>• Coordinate corporate philanthropy and relationship management with CE</li> </ul>



# Detail: Development (II of III)

Career Interest	Description
<ul style="list-style-type: none"> <li>Development Manager, Specialist, Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Engage and steward volunteers, alumni, supporter-level and midlevel donors through organizing event/meeting logistics and direct response communications</li> <li>Manage volunteer programs; coordinate alumni giving and alumni participating in solicitation efforts</li> <li>Organize all fundraising visits to sites. Manage logistics for all fundraising events; manage logistics for board meetings.</li> <li>Data management: ensure data quality in SF, run reports, etc.</li> </ul>
<ul style="list-style-type: none"> <li>External Relations Manager</li> </ul>	<ul style="list-style-type: none"> <li>Support all development and external affairs activities in PTC-only sites, including:               <ul style="list-style-type: none"> <li>Managing an annual fund and mid-level portfolio, meet with prospects</li> <li>Supporting board development in partnership with ED</li> <li>Managing logistics for all fundraising events</li> </ul> </li> <li>Institutional Giving: Solicit and steward local institutional gifts with support from National grant writers</li> </ul>
<ul style="list-style-type: none"> <li>Data Management and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Report generation</li> <li>Salesforce Training</li> <li>Data Administration/Dashboard support</li> </ul>
<ul style="list-style-type: none"> <li>Institutional Giving and Grant Writing</li> </ul>	<ul style="list-style-type: none"> <li>Grant proposal and post-award report development and writing support for local/national institutional giving fundraisers</li> <li>Collation of required documentation (including budget/finance reports)</li> <li>Facilitation of best-practice sharing and knowledge flow between sites)</li> </ul>

# Detail: Development (III of III)

Career Interest	Description
<ul style="list-style-type: none"> <li>Local Mid-Level Giving/Annual Fund</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate Annual Appeals</li> <li>Coach, teach, share best practices for events, volunteer management and solicitation, and donor acquisition</li> <li>Writer and coordinator for multi-channel giving (direct mail, email, annual fund)</li> </ul>
<ul style="list-style-type: none"> <li>Major and Principal Gifts/ Investor Relations</li> </ul>	<ul style="list-style-type: none"> <li>Major and principal gifts pipeline support</li> <li>Tax receipt generation; data entry support</li> <li>Professional development and onboarding</li> </ul>
<ul style="list-style-type: none"> <li>Prospect Research</li> </ul>	<ul style="list-style-type: none"> <li>Proactive/Reactive research, rating, prospecting</li> <li>Market profiles</li> <li>Support direct response list development</li> </ul>
<ul style="list-style-type: none"> <li>PTC Support</li> </ul>	<ul style="list-style-type: none"> <li>Coach, teach and share best practices for fundraising in a PTC-only market</li> </ul>

# Detail: Influence

Career Interest	Description
<ul style="list-style-type: none"> <li>Grads of Life / Employer Demand</li> </ul>	<ul style="list-style-type: none"> <li>Changing employer perceptions of Opportunity Youth and the value they can bring to an enterprise</li> <li>Supporting non-YU employers in building new talent pipelines to help them source, train, hire and retain, continue to develop and promote Opportunity Youth</li> </ul>
<ul style="list-style-type: none"> <li>Supply/Share What We Know (OR YU Product Development)</li> </ul>	<ul style="list-style-type: none"> <li>Unbundling the Year Up program model into discrete components &amp; packaging those components for use by others outside of Year Up</li> <li>Partnering with other organizations to disseminate YU products at scale</li> </ul>
<ul style="list-style-type: none"> <li>Public Policy, Public Funding &amp; Governmental Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that Year Up's perspective on how policy can help to close the Opportunity Divide is represented at all levels of government</li> <li>Supporting sites' understanding of the impact of state and federal policy (including accessing public funding opportunities)</li> <li>Encouraging GOTV and other civic activities that support local site influence</li> </ul>

# Detail: Marketing (I of II)

Career Interest	Description
<ul style="list-style-type: none"><li>Stakeholder Experience</li></ul>	<ul style="list-style-type: none"><li>Works closely with internal stakeholders to map and manage customer journeys (student, partner, etc.)</li><li>Serves as the voice of the customer, taking lead in designing cross-channel customer experiences that drive conversion of prospects</li></ul>
<ul style="list-style-type: none"><li>Content Development</li></ul>	<ul style="list-style-type: none"><li>Works with internal teams and external partners to develop content that will engage, inspire and drive our stakeholders to take action</li><li>Needs to have an understanding of messaging and design and keen editing, writing and communication skills</li></ul>
<ul style="list-style-type: none"><li>Branding</li></ul>	<ul style="list-style-type: none"><li>Analyzes brand positioning in market to target determined consumers</li><li>Translates brand strategies into executable plans, providing mission and goals from top down</li><li>Helps to create uniformity across all channels and sites, ensuring uniformity and consistent messaging</li></ul>
<ul style="list-style-type: none"><li>Digital Marketing</li></ul>	<ul style="list-style-type: none"><li>Plans and executes all digital campaigns including social media, Google Adwords, online Display &amp; Retargeting and SEO work</li><li>Develops and updates Year Up website, including all forms, making sure that the platform is easy to navigate as well as informational for all viewers</li></ul>

# Detail: Marketing (II of II)

Career Interest	Description
<ul style="list-style-type: none"> <li>Social Media</li> </ul>	<ul style="list-style-type: none"> <li>Creates quality content for National Social Media Channels (Facebook, Youtube, Twitter, LinkedIn, etc.)</li> <li>Inception of branded materials (infographics for instance) to be used across local channels creating brand uniformity</li> <li>Working conjointly with Digital Marketing to create and execute social media campaigns</li> </ul>
<ul style="list-style-type: none"> <li>Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>Identifies articles and publications relating to the organization and coordinates with Content Development and Social Media to nurture the piece and push through appropriate channels</li> <li>Creates and coordinates press releases for new site openings, additions of premier corporate partners and new leadership</li> <li>Determines how to handle and react to sensitive material as an organization and works closely with other externally facing team members</li> </ul>
<ul style="list-style-type: none"> <li>Event Management</li> </ul>	<ul style="list-style-type: none"> <li>Plans, designs and produces events, ensuring all project delivery elements adhere to brand standards</li> <li>Work on identifying areas of marketing that need to be tapped into to ensure messaging is consistent and event is publicized through correct channels (social media, public relations, content development, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>Operations</li> </ul>	<ul style="list-style-type: none"> <li>Project Management, creating and implementing processes to keep team functioning as a cohesive unit</li> <li>Point person for projects which span sub-departmental specialties (content, digital, public relations)</li> </ul>

# Detail: Executive Operations

Career Interest	Description
<ul style="list-style-type: none"> <li>Executive Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Provide vision and leadership; set direction</li> <li>Work seamlessly and in partnership with functional leaders; proactively align functions</li> <li>Be accountable for team performance across FM RADIO</li> </ul>
<ul style="list-style-type: none"> <li>Executive Support</li> </ul>	<ul style="list-style-type: none"> <li>Provide administrative support to executive leadership. Schedule meetings and conference calls, proactively manage emails, phone calls and calendars, arrange travel, and process expenses</li> <li>Manage logistics for internal and external meetings,</li> <li>Follow up on contacts made by leadership and support the cultivation of ongoing relationships</li> </ul>
<ul style="list-style-type: none"> <li>Governance Relations</li> </ul>	<ul style="list-style-type: none"> <li>Communicate regularly with Board Members and create meaningful engagement opportunities for them</li> <li>Ensure quarterly Board meetings run efficiently and effectively</li> <li>Own logistics, material compilation and event management for quarterly Board meetings</li> </ul>
<ul style="list-style-type: none"> <li>Internal Communications</li> </ul>	<ul style="list-style-type: none"> <li>Schedule and manage internal communication calendar</li> <li>Act as a consultant for best practices for virtual communications</li> <li>Master communication technology and support presenters</li> </ul>
<ul style="list-style-type: none"> <li>Special Projects</li> </ul>	<ul style="list-style-type: none"> <li>Prepare leadership for presentations, speeches, press events, and general meetings</li> <li>Assist in designing, planning and take on execution of special projects and initiatives that support the effectiveness and growth of the team</li> </ul>

# Detail: Site Operations

Career Interest	Description
<ul style="list-style-type: none"><li>Financial &amp; Budget management</li></ul>	<ul style="list-style-type: none"><li>Develop annual budget</li><li>Monitor budget (actuals vs. budgeted)</li></ul>
<ul style="list-style-type: none"><li>Talent acquisition &amp; development</li></ul>	<ul style="list-style-type: none"><li>Participate in annual HR-led events (e.g., PE)</li><li>Lead hiring and onboarding activities</li><li>Facilities &amp; IT management</li></ul>
<ul style="list-style-type: none"><li>Facilities &amp; IT management</li></ul>	<ul style="list-style-type: none"><li>Coordinate facilities activities (e.g., landlord liaison)</li><li>Coordinate local IT needs with National IT</li></ul>

# Detail: HR

Career Interest	Description
<ul style="list-style-type: none"> <li>Talent Acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Scouting and sourcing high quality, diverse talent</li> <li>Managing recruiting process in partnership with hiring managers</li> </ul>
<ul style="list-style-type: none"> <li>Learning (Training Academy)</li> </ul>	<ul style="list-style-type: none"> <li>Delivering high quality learning opportunities (e.g., Baseline)</li> <li>Partnering with sites and functions to develop specific trainings given team needs</li> <li>Developing partnerships / identifying high quality external learning opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Organization Development</li> </ul>	<ul style="list-style-type: none"> <li>Building infrastructure to support growth (workforce planning, human capital strategy)</li> <li>Leading Diversity &amp; Cultural Competency initiative</li> <li>Driving Year Up culture (e.g., wellness, all staff surveys)</li> <li>Leading talent development and performance management (Talent Reviews, Performance Evaluations, Mid-Year Performance Check-Ins)</li> <li>Driving organization effectiveness (e.g., staff to staff feedback, professional development, career pathways)</li> </ul>
<ul style="list-style-type: none"> <li>Talent Administration</li> </ul>	<ul style="list-style-type: none"> <li>Developing strategy for and administering employee benefits</li> <li>Developing and implementing employee policies</li> <li>Employee relations</li> <li>Responding to HR tickets</li> </ul>
<ul style="list-style-type: none"> <li>People Strategy, Operations, Special Projects</li> </ul>	<ul style="list-style-type: none"> <li>Developing people reporting for key audiences (Board, SLT, MC, Ops)</li> <li>Managing team budget</li> <li>Leading strategic people projects</li> </ul>



# Detail: IT

Career Interest	Description
<ul style="list-style-type: none"><li>• Network Services</li></ul>	<ul style="list-style-type: none"><li>• Monitor network availability; respond to outages</li><li>• Participate in network design and implementation</li></ul>
<ul style="list-style-type: none"><li>• Help Desk</li></ul>	<ul style="list-style-type: none"><li>• Field a broad array of IT help requests</li><li>• Provide a high level of customer service</li></ul>
<ul style="list-style-type: none"><li>• IT Project Management</li></ul>	<ul style="list-style-type: none"><li>• Lead technology projects</li><li>• Develop and maintain project plan</li></ul>
<ul style="list-style-type: none"><li>• Business Analysis</li></ul>	<ul style="list-style-type: none"><li>• Elicit user requirements</li><li>• Participate in technology projects</li></ul>
<ul style="list-style-type: none"><li>• Information System administration</li></ul>	<ul style="list-style-type: none"><li>• Support existing application systems</li><li>• Provide level 2 help desk support</li></ul>
<ul style="list-style-type: none"><li>• Information System software development</li></ul>	<ul style="list-style-type: none"><li>• Develop &amp; maintain application systems and interfaces</li><li>• Provide level 2 help desk support</li></ul>

# Instructional Career Stages

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## Early Career Stage

- Teaching Assistant
- Teaching Apprentice

## Mid-Career Stage

- Instructor I
- Instructor II

## Exec. Pipeline

- Lead Instructor
- Master Instructor

# Non-Instructional Career Stages

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## Early Career Stage

- Coordinator
- Specialist

## Mid-Career Stage

- Manager
- Associate Director

## Exec. Pipeline

- Director
- Senior Director