

## Program or Project Job Family Outline

Below are typical qualifications and responsibilities held by Program or Project staff at various levels throughout the University. This information may be used by Tufts managers, faculty and staff to create job descriptions. Factors that determine actual title and level include mix of responsibilities, structure/staffing/size of the department and reporting relationships.

Program or Project Assistant	Program or Project Coordinator	Program or Project Administrator	Program or Project Manager	Program or Project Director
<b>Qualifications:</b> High School education or equivalent required; one to three years office experience preferred.	<b>Qualifications:</b> Bachelor's degree and 1-3 years of experience required. Knowledge of or experience in subject matter preferred.	<b>Qualifications:</b> Bachelors degree in related discipline and three years related experience required. Masters degree and three years experience in program/project administration preferred.	<b>Qualifications:</b> Bachelors degree in related discipline and three years experience in program or project subject matter and/or management. Masters degree in related discipline and five years program/project management experience preferred.	<b>Qualifications:</b> Masters degree in related discipline and five years experience in program or project management. Doctorate in field of study and ten or more years program/project management experience preferred.
Job Responsibilities				
30% General administrative support for Program or Project:	20% General administrative support for Program or Project:	30% Program or Project Administration:	25% Program or Project Management:	30% Program or Project Management:
<ul style="list-style-type: none"> <li>- Produce a variety of documents, reports, proposals or literature for program/project.</li> <li>- Sort and distribute mail; respond to routine correspondence, requests for information.</li> <li>-Organize and maintain program/project files and databases.</li> <li>- Assist with monitoring program/project budget.</li> <li>- Order and maintain office supplies.</li> <li>- Keep appointment books and calendars.</li> <li>- Provide guidance to student or temporary workers; track and report hours worked.</li> </ul>	<ul style="list-style-type: none"> <li>- Produce a variety of complex documents, reports, proposals or literature for program/project.</li> <li>-Organize and maintain program/project files and databases.</li> <li>- Order and maintain office supplies.</li> <li>- Keep appointment books and calendars.</li> <li>- Provide guidance to student or temporary workers; track and report hours worked.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop policies and protocols to support plans.</li> <li>- Provide technical and administrative oversight of daily activities.</li> <li>- Collaborate with Director/PI, staff and faculty to evaluate progress and refine plans.</li> <li>- Assist Director/PI in writing grants and proposals for continued or new support.</li> <li>- Manage information technology needs.</li> <li>- May collaborate with Director/PI in the design or program/project goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Design program/project goals, objectives and plans in collaboration with Director or PI.</li> <li>- Develop policies and protocols to support plans.</li> <li>- Provide technical and managerial oversight of daily activities.</li> <li>- Collaborate with Director/PI, staff and faculty to evaluate progress and refine plans.</li> <li>- Assist Director/PI in writing grants and proposals for continued or new support.</li> <li>- Identify new funding opportunities and partnerships.</li> <li>- Manage information technology needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Design program/project vision, goals, objectives and methodology.</li> <li>- Provide technical and managerial direction for program/project.</li> <li>- Evaluate progress and refine plans.</li> <li>- Identify and cultivate new sources of funding and partnerships for program/project.</li> <li>- Write reports, grants and proposals for continued or new funding.</li> <li>- Direct financial management of budgets, grants and contracts.</li> <li>- Manage information technology needs of program/project.</li> <li>- Provide leadership, guidance and supervision to program/project staff.</li> </ul>
20% Marketing and Communications Support:	20% Marketing and Communications Support:	20% Marketing and Communications:	15% Marketing and Communications:	25% External Relations:
<ul style="list-style-type: none"> <li>- Serve as first contact for students, administrators and outside parties.</li> <li>- Provide information and answer questions about program/project; mail literature and reply</li> </ul>	<ul style="list-style-type: none"> <li>- Serve as first contact for students, administrators and outside parties.</li> <li>- Provide information and answer questions about program/project; mail literature and reply</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and update program/project literature, newsletters, guides and other resource material.</li> <li>- Design web information and applications.</li> <li>- Assist in developing and implementing</li> </ul>	<ul style="list-style-type: none"> <li>- Develop and update program/project literature, newsletters, guides and other resource material.</li> <li>- Develop marketing and outreach plans.</li> <li>- Design web information and applications.</li> </ul>	<ul style="list-style-type: none"> <li>- Direct marketing and outreach plans for program/project.</li> <li>- Manage external relations and publicity for program/project; represent program/project</li> </ul>

<p>to routine inquiries.</p> <ul style="list-style-type: none"> <li>- Assist with writing, editing and designing applications, flyers and other promotional literature.</li> <li>- Assist with other marketing and advertising efforts for program/project.</li> </ul>	<p>to routine inquiries.</p> <ul style="list-style-type: none"> <li>- Write, edit and design applications, flyers and other promotional literature.</li> <li>- Draft newsletters, articles and other external communications for program/project.</li> <li>- May assist in web site design and maintain and update program/project information on the web.</li> <li>- Assist with other marketing and advertising efforts for program/project.</li> <li>- May compose correspondence and respond to requests for information.</li> </ul>	<p>marketing and outreach plans.</p> <ul style="list-style-type: none"> <li>- Manage external relations and publicity; may represent program/project externally at conferences, meetings and events.</li> <li>- Liaison with program/project partners, stakeholders, sponsors, etc.</li> <li>- Oversee special events, conferences, workshops and other programs.</li> </ul>	<ul style="list-style-type: none"> <li>- Assist in developing and implementing marketing and outreach plans.</li> <li>- Manage all external relations and publicity; represent program/project externally at conferences, meetings and events.</li> <li>- Liaison with program/project partners, stakeholders, sponsors, etc.</li> <li>- Manage special events, conferences, workshops and other programs.</li> </ul>	<p>externally at conferences, meetings and events.</p> <ul style="list-style-type: none"> <li>- Initiate contact and collaborate with other scholars in field.</li> <li>- Liaison with program/project partners, stakeholders, sponsors, etc.</li> <li>- Design special events, conferences, workshops and other programs to promote program/project.</li> </ul>
<p><b>25% Research Assistance and Data Entry:</b></p> <ul style="list-style-type: none"> <li>- Assist in gathering information for program/project from internet, libraries, professional journals, phone research, etc.</li> <li>- Review applications, forms, etc., and enter into database.</li> <li>- Produce regular and ad-hoc reports.</li> </ul>	<p><b>20% Research and Data Collection:</b></p> <ul style="list-style-type: none"> <li>- Gather and research information for program/project from internet, libraries, professional journals, phone research etc.</li> <li>- Draft summaries or reports.</li> <li>- Compile data and assist with analysis of statistics.</li> <li>- Maintain and review databases; produce reports as necessary.</li> </ul>	<p><b>15% Research and Data Analysis:</b></p> <ul style="list-style-type: none"> <li>- May manage recruitment of study subjects and other participants of program/project.</li> <li>- Develop processes or protocols for screening and admission, i.e. applications, consent forms, etc.</li> <li>- Develop data management and data entry systems.</li> <li>- Manage data collection and entry through support staff.</li> <li>- Analyze, interpret and report results of program/project.</li> <li>- Write data summaries, reports, articles for publication, etc.</li> </ul>	<p><b>15% Research and Data Analysis:</b></p> <ul style="list-style-type: none"> <li>- Manage recruitment of study subjects and other participants of program/project.</li> <li>- Develop processes or protocols for screening and admission, i.e. applications, consent forms, etc.</li> <li>- Develop data management and data entry systems.</li> <li>- Manage data collection and entry through support staff.</li> <li>- Analyze, interpret and report results of program/project.</li> <li>- Write data summaries, reports, articles for publication, etc.</li> </ul>	<p><b>25% Research and Publications:</b></p> <ul style="list-style-type: none"> <li>- Design database organization, data management and analysis systems for program/project.</li> <li>- Analyze, interpret statistics and/or research data.</li> <li>- Write books, chapters and articles for publication.</li> </ul>
<p><b>20% Student or Client Services:</b></p> <ul style="list-style-type: none"> <li>- Provide information and answer questions; refer complex inquiries or situations to manager.</li> <li>- Maintain and update student applications, files, etc.</li> <li>- Assist with logistics for special events, meetings, lectures, etc.</li> </ul>	<p><b>15% Student or Client Services:</b></p> <ul style="list-style-type: none"> <li>- Provide information and answer questions; refer complex inquiries or situations to manager.</li> <li>- Maintain and update student applications, files, etc.</li> <li>- May track grades, internships, student progress in program.</li> <li>- Coordinate logistics for special events, meetings, lectures, etc.</li> </ul>	<p><b>20% Financial Planning/Budget Management:</b></p> <ul style="list-style-type: none"> <li>- Develop and oversee budgets, grants and contracts.</li> <li>- Manage and reconcile accounts.</li> <li>- Ensure that expenditures meet university and/or sponsor requirements.</li> <li>- Prepare reports and projections for university and/or sponsors.</li> <li>- Advise Director/PI concerning major expenditures, spending priorities and planning.</li> </ul>	<p><b>15% Financial Planning/Budget Management:</b></p> <ul style="list-style-type: none"> <li>- Develop and oversee budgets, grants and contracts.</li> <li>- Manage and reconcile accounts.</li> <li>- Ensure that expenditures meet university and/or sponsor requirements.</li> <li>- Prepare reports and projections for university and/or sponsors.</li> <li>- Advise Director/PI concerning major expenditures, spending priorities and planning.</li> </ul>	<p><b>15% Student and Client Program Administration:</b></p> <ul style="list-style-type: none"> <li>- Design admissions requirements and registration policies for program.</li> <li>- Design academic program and identify faculty/lecturers for courses.</li> <li>- Identify external sites for internships, clinical rotations, etc.</li> <li>- Advise and counsel students about academic program; approve changes.</li> <li>- Mentor graduate/post-doctoral students and researchers.</li> </ul>
<p><b>5% Perform other duties in support of Program/Project as required.</b></p>	<p><b>20% Grant and Budget Support</b></p>	<p><b>10% Supervise Students and Support Staff:</b></p>	<p><b>15% Staff Supervision:</b></p>	<p><b>5% Perform other Program/Project management functions as necessary.</b></p>

	<ul style="list-style-type: none"> <li>- Monitor program/project grant(s) and/or budget(s).</li> <li>- Review and approve expenditures, resolve discrepancies.</li> <li>- Prepare travel and expense reimbursements, requisitions, stipend payments, honoraria, etc.</li> <li>- Draft reports and make projections for manager and/or funding agencies.</li> <li>- Work with BFO, funding source or other internal or external financial offices in monitoring budget.</li> </ul>	<ul style="list-style-type: none"> <li>- Hire and supervise students, temporary workers and support staff.</li> <li>- Provide direction and oversight of daily activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Hire and train program/project staff.</li> <li>- Develop goals and evaluate performance.</li> <li>- Conduct individual and weekly staff meetings.</li> <li>- Supervise students and temporary workers.</li> </ul>	
	<b>5% Perform other duties in support of Program/Project as required.</b>	<b>5% Perform other duties for Program/Project as required.</b>	<b>10% Student or Client Services:</b>	
			<ul style="list-style-type: none"> <li>- Oversee student admission and registration process.</li> <li>- Manage financial aid and/or scholarships.</li> <li>- Monitor academic progress of students.</li> <li>- Oversee internships or clinical rotations; troubleshoot problems.</li> <li>- Advise and counsel current students about program options and requirements.</li> </ul>	
			<b>5% Perform other duties for Program/Project as required.</b>	

## Competencies

<b>Program or Project Assistant</b>	<b>Program or Project Coordinator</b>	<b>Program or Project Administrator</b>	<b>Program or Project Manager</b>	<b>Program or Project Director</b>
1. Expertise: Requisite skills for the position; sharing of expertise; support of others in learning and skill building; pride in work;	1. Expertise: Requisite skills for the position; sharing of expertise; support of others in learning and skill building; pride in work;	1. Expertise: Requisite skills for the position; sharing of expertise; support of others in learning and skill building; pride in work;	1. Expertise: Requisite skills for the position; sharing of expertise; support of others in learning and skill building; pride in work;	1. Expertise: Requisite skills for the position; sharing of expertise; support of others in learning and skill building; pride in work;

<p><b>commitment to professional development.</b></p> <p>Knowledge of general office procedures, strong word processing and familiarity with Microsoft Office products, basic proofreading and editing skills. Good organization and attention to detail.</p>	<p><b>commitment to professional development.</b></p> <p>Knowledge of general office procedures including advanced word processing, editing, spreadsheet and database skills. Must have excellent verbal and written communication skills. Must also possess bookkeeping skills and strong attention to detail.</p>	<p><b>commitment to professional development.</b></p> <p>Expertise in area of study; knowledge of program/project administration. Excellent verbal and written communication skills; ability to interpret data/statistics and reach conclusions. Strong budget management and marketing skills.</p>	<p><b>commitment to professional development.</b></p> <p>Expertise in area of study; knowledge of program/project management. Excellent verbal and written communication skills; ability to interpret data/statistics and reach conclusions. Strong supervisory, budget management and marketing skills.</p>	<p><b>commitment to professional development.</b></p> <p>Proven skills in area of academic/scientific research, data analysis, writing and publication. Ability to direct large research projects or programs of study, including staff management, financial operations and external relations.</p>
<p><b>2. Interaction with Others: Demonstrated communication skills; openness to different viewpoints; respect shown for others; collaboration on joint projects and decisions; ability to give and receive candid and helpful feedback.</b></p> <p>Ability to work effectively as a member of a team and with a diverse population of students, faculty, staff and outside constituents. Demonstrates a professional demeanor both over the phone and in person, as well as good listening skills.</p>	<p><b>2. Interaction with Others: Demonstrated communication skills; openness to different viewpoints; respect shown for others; collaboration on joint projects and decisions; ability to give and receive candid and helpful feedback.</b></p> <p>Ability to work effectively as a member of a team and with a diverse population of students, faculty, staff and outside constituents. Demonstrates a professional demeanor and ability to handle customer problems and concerns.</p>	<p><b>2. Interaction with Others: Demonstrated communication skills; openness to different viewpoints; respect shown for others; collaboration on joint projects and decisions; ability to give and receive candid and helpful feedback.</b></p> <p>Demonstrated ability to work well and be influential with a diverse population of students, faculty, staff and outside constituents. Works effectively with and motivates team. Gives and receives honest, clear feedback.</p>	<p><b>2. Interaction with Others: Demonstrated communication skills; openness to different viewpoints; respect shown for others; collaboration on joint projects and decisions; ability to give and receive candid and helpful feedback.</b></p> <p>Demonstrated ability to work well and be influential with a diverse population of students, faculty, staff and outside constituents. Works effectively with and motivates team. Gives and receives honest, clear feedback.</p>	<p><b>2. Interaction with Others: Demonstrated communication skills; openness to different viewpoints; respect shown for others; collaboration on joint projects and decisions; ability to give and receive candid and helpful feedback.</b></p> <p>Must be able to collaborate and work effectively with multiple, diverse constituencies. Motivates and inspires others by sharing vision, setting direction and involving others in achieving program/project results.</p>
<p><b>3. Continuous Improvement/Customer Focus: Measurable improvement made in systems or processes; attention to and focus on customer satisfaction; system efficiency; effective and appropriate relationships with customers; innovation and creativity; commitment to generating new solutions and ideas.</b></p> <p>Develops positive relationships with students, staff, study subjects, etc. Develops new skills, increases knowledge of subject matter and office automation software, initiates improvements to program/project policies and procedures.</p>	<p><b>3. Continuous Improvement/Customer Focus: Measurable improvement made in systems or processes; attention to and focus on customer satisfaction; system efficiency; effective and appropriate relationships with customers; innovation and creativity; commitment to generating new solutions and ideas.</b></p> <p>Develops positive relationships with students, staff, study subjects, etc. Develops new skills, increases knowledge of subject matter and initiates improvements to program/project.</p>	<p><b>3. Continuous Improvement/Customer Focus: Measurable improvement made in systems or processes; attention to and focus on customer satisfaction; system efficiency; effective and appropriate relationships with customers; innovation and creativity; commitment to generating new solutions and ideas.</b></p> <p>Seeks feedback and measurement of systems and processes; collaborates with others in generating new ideas and solutions. Encourages and rewards innovation and continuous improvement. Strong focus on relationships with internal and external constituents.</p>	<p><b>3. Continuous Improvement/Customer Focus: Measurable improvement made in systems or processes; attention to and focus on customer satisfaction; system efficiency; effective and appropriate relationships with customers; innovation and creativity; commitment to generating new solutions and ideas.</b></p> <p>Seeks feedback and measurement of systems and processes; collaborates with others in generating new ideas and solutions. Encourages and rewards innovation and continuous improvement. Strong focus on relationships with internal and external constituents.</p>	<p><b>3. Continuous Improvement/Customer Focus: Measurable improvement made in systems or processes; attention to and focus on customer satisfaction; system efficiency; effective and appropriate relationships with customers; innovation and creativity; commitment to generating new solutions and ideas.</b></p> <p>Ability to improve efficiency, effectiveness and productivity, while ensuring quality and balancing competing demands of program/project. Thinks creatively about problems and can chart new territory with novel ideas and solutions. Creates effective relationships with internal and external constituents, partners and sponsors.</p>
<p><b>4. Resourcefulness and Results: The ability to work effectively in a variety of situations;</b></p>	<p><b>4. Resourcefulness and Results: The ability to work effectively in a variety of situations;</b></p>	<p><b>4. Resourcefulness and Results: The ability to work effectively in a variety of situations;</b></p>	<p><b>4. Resourcefulness and Results: The ability to work effectively in a variety of situations;</b></p>	<p><b>4. Resourcefulness and Results: The ability to work effectively in a variety of situations;</b></p>

<p>demonstrating good work habits, flexibility and initiative; using multiple resources to achieve desired results; seeking input and assessing risks when decision making; committing to getting things done.</p> <p>Ability to prioritize and perform multiple tasks simultaneously, understands what university and/or department resources to use in resolving problems. Takes initiative to ensure deadlines are met and inquiries are responded to.</p>	<p>demonstrating good work habits, flexibility and initiative; using multiple resources to achieve desired results; seeking input and assessing risks when decision making; committing to getting things done.</p> <p>Ability to prioritize and perform multiple tasks simultaneously, understands what university and/or department resources to use in resolving problems. Takes initiative to ensure deadlines are met and customer needs are responded to. Effectively triages problems and/or concerns to appropriate individuals.</p>	<p>demonstrating good work habits, flexibility and initiative; using multiple resources to achieve desired results; seeking input and assessing risks when decision making; committing to getting things done.</p> <p>Ability to assess priorities, re-allocate resources and respond to changing situations. Makes sound decisions and moves program/project forward. Establishes high standards of performance and holds self and others accountable for achieving results.</p>	<p>demonstrating good work habits, flexibility and initiative; using multiple resources to achieve desired results; seeking input and assessing risks when decision making; committing to getting things done.</p> <p>Ability to assess priorities, re-allocate resources and respond to changing situations. Makes sound decisions and moves program/project forward. Establishes high standards of performance and holds self and others accountable for achieving results.</p>	<p>demonstrating good work habits, flexibility and initiative; using multiple resources to achieve desired results; seeking input and assessing risks when decision making; committing to getting things done.</p> <p>Must be a resourceful, innovative individual who can drive results and break new ground in area of research or program of study. Ability to assess risks, build consensus and make key decisions which impact program/project outcomes.</p>
<p><b>5. Leadership: Model desired behavior for position; act as a catalyst for change through positive energy. (For management positions refer to the Leadership Competency Model.)</b></p> <p>Provides guidance and advice to staff members and new employees. Helps train and guide student and temporary workers.</p>	<p><b>5. Leadership: Model desired behavior for position; act as a catalyst for change through positive energy. (For management positions refer to the Leadership Competency Model.)</b></p> <p>Provides guidance, advice or direction to other staff, students and/or temporary workers. Assures that the program or project is run effectively and efficiently.</p>	<p><b>5. Leadership: Model desired behavior for position; act as a catalyst for change through positive energy. (For management positions refer to the Leadership Competency Model.)</b></p> <p>Models desired behaviors and competencies. Shares vision and communicates goals with staff. Motivates and involves others in achieving goals. Demonstrates a commitment to continuous learning.</p>	<p><b>5. Leadership: Model desired behavior for position; act as a catalyst for change through positive energy. (For management positions refer to the Leadership Competency Model.)</b></p> <p>Models desired behaviors and competencies. Shares vision and communicates goals with staff. Motivates and involves others in achieving goals. Demonstrates a commitment to continuous learning.</p>	<p><b>5. Leadership: Model desired behavior for position; act as a catalyst for change through positive energy. (For management positions refer to the Leadership Competency Model.)</b></p> <p>Models leadership competencies and acts as role model for staff and students. Shares vision and communicates a clear picture of program/project goals and directions. Inspires, motivates and involves others in achieving goals.</p>