



## Inclusion and Belonging Management Progression

These generic job title summaries are intended to indicate the kinds of tasks and levels of work complexity that will be required of positions classified to any of these titles and are not intended to be construed as declaring the specific duties and responsibilities of any particular position. The use of particular expressions or illustrations describing functions within a specific job title does not exclude other duties of a similar kind and/or level of complexity. Positions are classified to a particular job title based upon the predominant level of expected work complexity. **A position that is classified into this title and band must meet the Cornell requirements for exemption under the FLSA**

### GENERIC JOB PROFILE SUMMARIES

	<b>Inclusion and Belonging Manager MANAGEMENT</b>	<b>Inclusion and Belonging Director MANAGEMENT</b>	<b>Inclusion and Belonging Senior Director MANAGEMENT</b>
<b>Leadership</b>	<p>Lead, plan, and review work of staff within a programmatic, consultative and analytical operations in a inclusion and belonging functional subject matter specialty area; interview, hire, train and make recommendations concerning the evaluation, promotion and termination of staff; responsible for performance management and professional development of staff.</p> <p>Oversee and proactively identify, explore, and evaluate complex, impactful and sensitive inclusion and belonging issues that require thorough analysis of issues, creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach.</p>	<p>Lead, plan, and review work of staff supporting a broad-spectrum of inclusion and belonging programs and initiative for College/Unit; interview, hire, train and make recommendations concerning the evaluation, promotion and termination of staff; responsible for performance management and professional development of staff.</p> <p>Collaborate with College/Unit and University leadership to implement University’s inclusion and belonging mission; implement strategic plan and best practice standards, identify and resolve highly complex, impactful and sensitive inclusion and belonging issues, long-range planning and strategies to anticipate future needs, challenges, and opportunities.</p>	<p>Direct and plan work of staff supporting comprehensive University inclusion and belonging initiatives and programs; interview, hire, and make recommendations concerning the evaluation, promotion and termination of staff; responsible for performance management and professional development of staff.</p> <p>Serve as University Officer providing leadership, vision and direction for unified philosophy to the University’s inclusion and belonging engagement efforts; .</p> <p>Design and implement vision of the University’s commitment to inclusion and belonging and outline approach and processes to implement best practice standards; resolves complex cases/conflicts among constituencies, involving the complex interpretation and application of regulations, policy and practice; has substantial impact on specialty functions across university operations.</p>
<b>Consultation</b>	<p>Research and recommend best practices to address moderately complex, impactful and sensitive inclusion and belonging issues involving creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach.</p>	<p>Oversee, identify and implement activities and best practices to address highly complex, impactful and sensitive inclusion and belonging issues to involving creative problem solving, and presentation of various approaches to address issues, implementing best possible approach.</p>	<p>Recommend and implement plans and strategies to maximize the impact of the University’s workforce inclusion and belonging efforts; guide and mentor college/unit efforts.</p>

<b>Inclusion and Belonging Manager MANAGEMENT</b>		<b>Inclusion and Belonging Director MANAGEMENT</b>	<b>Inclusion and Belonging Senior Director MANAGEMENT</b>
<b>Advocacy</b>	Act as an advocate for assigned constituency groups by addressing moderately complicated/sensitive situations.	Develop, provide and implement support to foster an environment of mutual respect and trust within assigned College/Unit through new, creative initiatives/services that address complicated/sensitive situations.	Serve as University champion and spokesperson on matters of inclusion and belonging and engagement promoting the need for a culture that values and supports each member of the workforce and creates an environment of respect and trust.
<b>Programs/Training</b>	Develop, coordinate and implement programs to meet leadership goals, evaluate and assess program strategies and provide recommendations for future programming.	Develop, implement and evaluate all aspects of the program; establish goals, objectives and oversee delivery of services and programs while establishing and identifying goals and implementing new initiatives/programs for College/Unit.	Partner with appropriate unit(s) of Human Resources and College/Unit leadership to identify and implement University-wide educational programs; continuously evaluate overall effectiveness of programs/trainings and refine to support and align to university needs and best practices based on assessment of local and national trends.
<b>Confidentiality</b>	Develop procedures to proactively identify, explore, and evaluate highly complex and sensitive inclusion and belonging issues which requires thorough analysis of issues, creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach while ensuring confidentiality.	Develop and implement procedures to proactively identify, explore, and evaluate highly complex and sensitive inclusion and belonging issues which requires thorough analysis of issues, creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach while ensuring confidentiality.	Develop and implement procedures to proactively identify, explore, and evaluate highly complex and sensitive inclusion and belonging issues which requires thorough analysis of issues, creative problem solving, and presentation of various approaches to address issues, advocating for best possible approach while ensuring confidentiality.
<b>Policies/ Procedures</b>	Monitor College/Unit the application of established inclusion and belonging policies and practices; continuously examine and refine programs, policies and practices to ensure compliance with regulatory obligations.	Partner with University leadership to form, oversee and ensure College/Unit the application of established inclusion and belonging policies and practices; resolve difficult and highly complex situations and continuously examine and refine programs, policies and practices to ensure compliance with regulatory obligations.	Develops University inclusion and belonging policies and practices. Oversees and ensures the application of established inclusion and belonging policies and practices; continuously examine and refine programs, policies and practices to ensure compliance with regulatory obligations.
<b>Analysis</b>	Oversees the collection of research findings and data trends, evaluates ongoing development of inclusion and belonging policies, practices and procedures; develops reports and performs moderately complex analysis and related research including observations and related analysis to provide subject matter response and drive improvement to inquiries supporting College/Unit program goals as required.	Oversee the collection, assembly, maintenance, presentation, and analysis of data to inform programmatic decisions, support communications of college collaborators and senior leadership to inform decision making, and support proposal submissions and stewardship activities.	Serve as the University's compliance administrator, including the development of faculty, staff and academic professional affirmative action plans/programs.
<b>Communication</b>	Collaborate on College/Unit inclusion and belonging marketing and communications strategies, education tools, and resources. Contribute content for communication materials and website. Offer regular presentations to increase the college's knowledge of inclusion and belonging initiatives. Write white papers and conduct presentations for	Develop and oversee College/Unit inclusion and belonging marketing and communications strategies, education tools, and resources (e.g., publications, websites) to increase awareness and impact of inclusion and belonging initiatives.	Develop and oversee the University's inclusion and belonging marketing and communication strategies, educational materials, tools, and resources to increase the overall impact of inclusion and belonging initiatives and disseminate and promote implementation

	<b>Inclusion and Belonging Manager MANAGEMENT</b>	<b>Inclusion and Belonging Director MANAGEMENT</b>	<b>Inclusion and Belonging Senior Director MANAGEMENT</b>
	College/Unit inclusion and belonging programs at conferences and other ventures.		of inclusion and belonging policies and procedures through various media, consultation, presentations, etc.
<b>Partnerships</b>	Establish close working relationships with representatives across College/Unit and campus to promote inclusion and belonging best practices in support of inclusion and belonging efforts.	Develop and nurture relationships with representatives across College/Unit and campus to promote div inclusion and belonging best practices and advance engagement and retention strategies in support of inclusion and belonging efforts.	Establish and cultivate partnerships and allies within the external local community to promote inclusion and belonging and engagement at the university and to garner support from the community.
	Serve as liaison to university departments and other colleges; represent college on committees and in programs, events, and activities.	Serve as liaison to university departments and other colleges; represent college on committees and in programs, events, and activities.	Partner and guide College/Units to advance local inclusion and belonging initiatives, identify potential problem areas and provide leadership on strategies in alignment with university goals.
<b>Recruitment</b>	Perform outreach efforts to recruit groups of all backgrounds to College programs.	Provide expertise and recommendations to departments responsible for the success of College/Unit efforts to recruit, retain, and support a diverse student body.	Develop strategy and recommendations for university efforts to recruit, retain, and support a diverse student body.
<b>Compliance</b>	Develop annual reports for the program	Develop annual reports and ensure inclusion and belonging initiatives are being met within C/U	Pursue best practice inclusion and belonging initiatives through measurement and accountability protocols, manage campus Bias Reporting supporting civility, decency and respect.
			Serve as university's equal employment compliance officer, promoting compliance and guidance on national and state laws, regulation and impacts.

Job factor Profile table

FACTOR PROFILE	12248 INCLUSION AND BELONGING MANAGER, BAND G	12249 INCLUSION AND BELONGING DIRECTOR, BAND H	11829 INCLUSION AND BELONGING SENIOR DIRECTOR, BAND I
<b>MINIMUM EDUCATION AND EXPERIENCE EQUIVALENCY</b>	Bachelor's degree and 5 to 7 years relevant experience or equivalent combination	Bachelor's degree and 7 to 10 years relevant experience or equivalent combination	Bachelor's degree and more than 10 years relevant experience or equivalent combination
<b>IMPACT</b>	Significant impact	Significant impact	Substantial impact
<b>CONTACTS - INSIDE</b>	Provide guidance Coordinate activities	Persuade others to take particular course of action Coordinate major activities	Persuade others to take particular course of action Coordinate major activities
<b>CONTACTS - OUTSIDE</b>	Provide/receive guidance, advice or information that must be analyzed and developed by the position	Develop and make presentations and negotiate with others	Develop and make presentations and negotiate with others
<b>CONTACTS - STUDENTS</b>	Frequent contact dealing with highly sensitive matters	Frequent contact dealing with highly sensitive matters	Frequent contact dealing with highly sensitive matters

<b>FACTOR PROFILE</b>	<b>12248 INCLUSION AND BELONGING MANAGER, BAND G</b>	<b>12249 INCLUSION AND BELONGING DIRECTOR, BAND H</b>	<b>11829 INCLUSION AND BELONGING SENIOR DIRECTOR, BAND I</b>
<b>SUPERVISION</b>	Day-to-day supervisory direction to employees within the department	Provide supervisory direction to other supervisors	Supervisory direction to other managers
<b>COMPLEXITY</b>	Occasionally required to develop new, imaginative or innovative solutions, services, products, processes or programs. Work requires sophisticated reasoning skills	Continually required to develop new, imaginative or innovative solutions, services, products, process or programs. Work requires conceptual and imaginative thinking in a highly complex and uncharted environment	Continually required to develop new, imaginative or innovative solutions, services, products, processes, and programs. Work requires conceptual and imaginative thinking in a highly complex and uncharted environment.
<b>LEVEL OF DECISION MAKING</b>	Responsible for assisting in and influencing decisions concerning policy-setting, research, planning or students	Responsible for making decisions concerning policy-setting, research, planning or students	Responsible for making decisions concerning policy-setting, research, planning or students
<b>FREEDOM OF ACTION</b>	Very general supervision Interpretation of work policies and procedures, and, at times deviation from standard work practice	Little direct supervision Considerable latitude for exercising judgment and self direction	Little direct supervision Considerable latitude for exercising judgment and self direction
<b>EFFECT OF DECISION MAKING</b>	Directly affects entire college or school administrative unit Critical effect on students or employees	Directly affects entire college or school administrative unit Critical effect on students or employees	Decisions directly affect more than one college, school, administrative unit.
<b>WORKING CONDITIONS</b>	Normal working conditions, including no or limited exposure to hazardous conditions/ materials/ equipment. Safety gear may sometimes be required	Normal working conditions, including no or limited exposure to hazardous conditions/ materials/ equipment. Safety gear may sometimes be required	Normal working conditions including no or limited exposure to hazardous conditions/materials/equipment. Safety gear may sometimes be required.