

NARRATIVE DESCRIPTIONS OF PROGRAM STAFF AND FELLOW POSITIONS

In general, program and fellow positions are designed for staff who work on community-oriented projects or initiatives that require a mix of practical knowledge and skills gained through work with community nonprofit, private, or government institutions, and target populations, as well as more traditional academic/research skills. Examples of these projects include training and professional development activities for agency staff and management, public officials and their staff, policy and/or legislation development, strategic planning and program design assistance, community organizing and community-based action research and evaluation, and the development of best-practice tools and materials.

Program Assistant/Analyst—

This is an entry-level position for individuals with minimal prior work experience in research or community work. Persons in this category work under the close supervision of experienced research or program staff. Candidates should have at least a bachelor's degree in a relevant field, or equivalent direct experience.

Program Associate—

Persons in this position are mid-level staff who can serve as a project coordinator or task leader and bring a solid mix of practical experience and training, research or program-related skills to those tasks. Persons in this category work under the supervision of experienced research or program staff. Program Associates can serve as a co-PI, in conjunction with a senior staff person, on grants, contracts, or projects, but may not serve as the sole PI. Individuals with a bachelor's degree are expected to have 5 or more years of progressively responsible relevant experience in work that is relevant to the focus of the position; those with a Master's degree are required to have 3 years of relevant experience. An individual with a Ph.D. or terminal degree in a relevant field can be hired into the position with minimal experience.

Senior Program Associate—

Persons in this position are experienced practitioners who have the capacity to generate and manage substantial projects independently. Senior Program Associates should have considerable prior experience managing programs or research activities in business, academic, nonprofit, or public sector organizations and have demonstrated planning, training, research, or management skills in a relevant setting. Senior Program Associates are expected to be able to serve as principal investigators or co-principal investigators on projects and to be able to work independently with a variety of project partners and funders in the course of managing their work. Individuals in this position are expected to have produced practice or research-oriented publications, such as best-practice/technical assistance guides, policy materials, and evaluation reports, as well as demonstrated the capacity to conduct training, conference sessions and/or other types of public presentations. Individuals with a bachelor's degree are expected to have 8

or more years of progressively responsible experience in work that is relevant to the focus of the positions; individuals with a Master's degree are expected to have 6 or more years of such experience; individuals with a Ph.D. (or terminal degree in a relevant field) must have 3 or more years of relevant experience.

Fellow—

Persons in this position are practitioners who have substantial experience and evidence of significant accomplishment. Candidates for this position should have worked at an advanced level in a related field, have acquired substantial experience in policy, research or management positions and have demonstrated a high level of practical skills and experience in related nonprofit, academic, business, or public sector organizations. Persons in this position are expected to serve as principal investigators on significant projects or contracts and to initiate new projects or areas of work. They are also expected to have generated publicly recognized work, including publications, conference presentations, leadership in organizing conferences, educational programs, provision of expert testimony, and other field or community-oriented events. Individuals are generally expected to have a Master's degree with at least 10 years of progressively responsible experience in work that is relevant to the focus of the position. Individuals with a bachelor's degree are required to have at least 15 years of progressively responsible experience for an initial appointment; individuals with a Ph.D. (or terminal degree in a relevant field) must have at least 3 years of related experience.

Senior Fellow—

Persons in this position are senior practitioners who have nationally recognized experience and accomplishment. Senior Fellows are expected to have worked at a senior level in a related field, have acquired significant experience in policy, research or management positions, a high level of practical skills and experience in related nonprofit, academic, business, or private sector organizations, and have a reputation as a major contributor to their field. Persons in this position are expected to have developed and led major areas of work and have served as independent project directors, leaders, or principal investigators. They are expected to have multiple publications, including policy, practice or research-related articles, widely circulated program and/or evaluation reports and practitioner-guides. Senior Fellows are also expected to take a leadership position in publicly recognized work, including organizing conferences, educational programs, policy workshops, organizing/delivering expert testimony, and other field or community-oriented events. Evidence of such a reputation may include invited articles or op-ed pieces, invited presentations/featured speakers at conferences, participation in advisory panels and/or organization boards, provision of expert testimony, etc. Senior Fellows must have either a Master's or Ph.D. (or terminal degree in a relevant field), with the major criteria for the position focused on the extent and nature of their work experience and prior accomplishments. Individuals with a Master's degree are required to have at least 15 years of progressively responsible experience in work that is relevant to the focus of the position; and individuals with a Ph.D. must have at least 6 years of experience.

Distinguished Fellow—

This is the highest program appointment available in the University and applicable to those with an extraordinary record of accomplishment as a practitioner, policy analyst, or researcher of national, if not international, reputation. Evidence of this distinction includes an extensive collection of seminal articles and/or books, leadership of a nationally recognized organization and other evidence exemplary of the individual's recognized, sustained, and field-leading position as an individual of major repute. Persons in this category are expected to have demonstrated extraordinary leadership in the development of community or non-profit organizations, programs of nationally recognized and sustained research or policy analysis, and/or profound influence on the public policy in the candidate's specific field.

Approved by the Committee on Appointments and Promotions in December, 2001