

IU Classification Level Guide
Development Job Family

Positions in the Development family are directly involved in the development and implementation of fund-raising activities, including prospect identification, solicitation, proposal development, and other duties related to annual giving, major gifts, capital campaigns, etc. To accurately classify a position, specific supporting examples of a position's primary duties and responsibilities in terms of scope, impact, and complexity should be provided.

Level	DV1	DV2	DV3	DV4
Level Overview	N/A	<ul style="list-style-type: none"> • Staff professional who assists in the planning and implementation of fund-raising programs. • Has good grasp of professional principles and skills. • Knows and effectively uses fundamental development concepts, practices, and procedures. • Work is of limited scope, typically on smaller, less complex projects / assignments or providing support for larger projects/ assignments. • Assists in fact finding. • Errors generally are limited to unit operations. • May be first line supervisors, often of support staff. 	<ul style="list-style-type: none"> • Fully competent and productive Development Officer, with oversight of a development program area. • May oversee all development activities in a small organization. • Errors may have impact beyond operations but normally are caught and / or corrected prior to signification impact. • May train and direct work of junior staff. 	<ul style="list-style-type: none"> • Top Development staff position within a mid-sized to large school or unit ---OR--- • Within a large fundraising department, may have significant program responsibility along with substantial individual fundraising responsibility ---OR--- • Within a large fundraising department, directs and oversees all development operations / activities for multiple development program areas for an assigned territory or market. • Frequently contributes to management strategy. • Establishes priorities; assigns functions; maintains quality control. • Errors may have significant impact on operations and / or profits within the organization. • Provides total management and expert guidance to lower level staff.
Decision Making		<ul style="list-style-type: none"> • Works in compliance with established procedures and/or protocols. Identifies and resolves readily identifiable, clearly-defined problems. • Makes decisions within established guidelines and policies. Refers the most difficult situations to supervisor for guidance. • Nature of work requires supervision; exercises limited judgment. May be paired with a mentor. • Work typically involves regular process checks or review of output by a coworker and/or supervisor. 	<ul style="list-style-type: none"> • Performs full range of professional level work that typically requires more complex and less clearly-defined issues. • Identifies problems and possible solutions and takes appropriate action to resolve. • Nature of work requires significant independence. • Receives guidance only on unusual, complex problems / issues. • Typically involves periodic review of output by supervisor / manager. 	<ul style="list-style-type: none"> • Has latitude to make operational/procedural decisions within broadly defined parameters. • Decisions require a high level of judgment. • Guidance from higher management limited to expected outcomes. • Generally requires higher managerial approval for policy and/or fiscal variances.

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Characteristic Duties		<ul style="list-style-type: none"> • Generally assists with planning, administration, and execution of development program(s). • Generates communications with current and / or prospective donors. • Conducts database and other donor research. • Provides input on budget planning. • May supervise support staff. • Serves as account delegate for development accounts. 	<ul style="list-style-type: none"> • Develops, oversees, and evaluates a development program area. • Recruits and trains volunteers to assist with program activities. • Develops procedures; recommends policy; assists with budget planning and preparation. • May conduct giving trend analyses and make recommendations for strategies for cultivating donors and increasing donor participation. • Assists in cultivating and broadening alumni interests in financial support of university. • Develops, strengthens, and implements campus and regional alumni giving programs. • Develops and approves solicitation and communication materials for fundraising campaign initiatives. 	<ul style="list-style-type: none"> • Directs and oversees all development operations / activities for multiple development program areas (i.e. major gifts, capital campaign, etc.). • Develops and implements fundraising strategies. • Evaluates and improves staff and program effectiveness. • May manage budget; may supervise professional development staff. • Within a large fundraising department, may direct and oversee all development operations / activities for multiple development program areas for an assigned territory or market. • Within a large fundraising department, plan, implement and coordinate specific or targeted program area or areas with significant individual fundraising responsibility, typically with gift sizes in excess of \$100,000.
Minimum Education/ Experience (or equiv)		<ul style="list-style-type: none"> • BS/BA in related discipline. • Combinations of related education and experience will be considered • Generally 0-2 years of experience. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 3-5 years of experience. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 5-8 years of experience in related field.

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Level	DV5	DV6
Level Overview	<ul style="list-style-type: none"> • This level is typically needed as an additional management level due to the size of the organization and must report to a P6 Development position. • Determine organizational design. • Assists with strategic long range plans and budgets for functional area. • Analyzes the effectiveness of and establishes future direction for functional policies and programs. • Aligns policies, products, and development efforts with strategies. • Errors may have significant impact on operations and / or profits within the organization. 	<ul style="list-style-type: none"> • Manages an unusually large Development Department within a Responsibility Center. • Unusually heavy impact on financial and business results on a wide scale. • Establishes broad plans and formulates policies for functional area for the responsibility center. • Accountable for long term strategic and budgetary decisions. • Errors have significant impact on future operations of the organization.
Decision Making	<ul style="list-style-type: none"> • Typically involved in, if not the initiator of establishing policies, procedures and practices with major impact. • Has latitude in decision making. • Decision making is based on the analysis of problems with little precedent. 	<ul style="list-style-type: none"> • Decision latitude is wide, minimally constrained by university / campus policies.
Characteristic Duties	<ul style="list-style-type: none"> • Within a large fundraising department, manages a sizeable number of Development Officers. • Typically is responsible for all development staff; in addition, may have significant individual fundraising responsibilities. 	<ul style="list-style-type: none"> • The senior staff official responsible for leading an unusually large development unit for a major school or major unit. • Manages a large development staff and a significant budget. • Has primary responsibility for developing strategies and plans to meet campaign goals and raise major current use gifts in addition to traditional initiatives.
Minimum Education/ Experience (or equivalent)	<ul style="list-style-type: none"> • BS/BA in related discipline. • Combinations of related education and experience may be considered • Generally 8 years of experience in related field including managerial experience. ---OR--- • Masters plus five years related experience including managerial experience. 	<ul style="list-style-type: none"> ▪ BS/BA in related discipline. ▪ Combinations of related education and experience will be considered ▪ Generally 8+ years of experience in related field including managerial experience; certification is required in some areas ---OR--- • Masters plus 5 years related experience including managerial experience.