



RECLASSIFICATION IN ACTION: JOB RESPONSIBILITIES EXAMPLE

POSITION TYPE: MID-LEVEL LEADERSHIP POSITIONS

Reclassification in higher education involves evaluating and adjusting a staff role, responsibilities, title, and compensation to better align with institutional needs, job complexity, and evolving organizational structures. This process can support staff retention, professional development, and career mobility for financial aid offices while ensuring the position reflects current regulatory requirements and operational demands.

This example illustrates the “before” and “after” job responsibilities for **mid-level leadership positions** in a financial aid office. It is intended to provide a practical, anonymized reference for offices considering similar changes, highlighting how this position’s duties, scope, and responsibilities evolved through the reclassification process.

Learn more about the overall work on reclassification at nasfaa.org/reclassification.

Explore full job descriptions in NASFAA’s Community Resource Library at nasfaa.org/community_library and nasfaa.org/position_descriptions.

JOB TYPE: ASSISTANT DIRECTOR OF FINANCIAL AID & VETERAN’S BENEFITS TO ASSOCIATE DIRECTOR OF VETERAN’S BENEFITS AND SCHOLARSHIPS

Before: The Assistant Director of Financial Aid & Veteran’s Benefits assisted the Director in managing daily operations of the financial aid office, focusing on timely and accurate processing of aid applications. Responsibilities included oversight of compliance functions such as verification, awarding, professional judgment, return of Title IV, work-study, and satisfactory academic progress. The position also supervised financial aid advisors, managed customer service operations, and served as acting director in the absence of the director. Additional duties included overseeing the school certifying official and ensuring compliance for GI Bill® recipients. The role blended supervisory, customer service, and compliance responsibilities but with a primary emphasis on day-to-day operational support.

After: The reclassified Associate Director of Veteran’s Benefits and Scholarships reflects a broadened leadership role, with expanded authority in compliance, policy, and fund management. The position oversees all veterans education benefits processes and manages institutional, foundation, and external scholarships, including awarding, tracking, fund reconciliation, and reporting. It also administers new state funding initiatives, develops and evaluates scholarship policies, and ensures compliance with VA, state, and federal regulations. The Associate Director supervises school certifying officials and senior advisors, manages escalated student cases, and represents the office in campus and external meetings. The position functions as a member of the financial aid leadership team, contributing to strategic planning, staff development, and institutional fund management decisions.

KEY CHANGES

Before (Assistant Director)	After (Associate Director)
Assisted with day-to-day operations and served as acting director when needed.	Member of the financial aid leadership team with decision-making authority in fund management, staffing, and strategic planning.
Oversaw verification, awarding, SAP, work-study, R2T4, and professional judgment processes.	Oversees all scholarships (institutional, foundation, and external), including policy development, awarding, reconciliation, and reporting.
Supervised financial aid advisors and managed customer service operations.	Supervises school certifying officials and senior financial aid advisors; manages escalated student cases.
Ensured GI Bill® compliance through oversight of the certifying official.	Oversees full veterans benefits administration, reconciliation, and compliance reporting with VA and state agencies.
Role blended operations, compliance, and customer service oversight.	Role emphasizes compliance leadership, scholarship fund management, and strategic planning.

¹ This summary was written with the assistance of generative AI, 2025.

JOB TYPE: ASSISTANT DIRECTOR OF FINANCIAL AID TO ASSOCIATE DIRECTOR OF FINANCIAL AID AND COMPLIANCE

Before: The Assistant Director of Financial Aid oversaw systems and operations within the office, working closely with the Director to implement efficient processes. Responsibilities included managing data systems, coordinating reconciliation across multiple aid programs, and supervising operations staff. The role also involved customer service coverage across campuses, assisting with policy development, and delivering training for staff and students. While supervisory and policy responsibilities were part of the role, the focus remained on day-to-day systems oversight, reconciliation, and transactional processing.

After: The reclassified Associate Director of Financial Aid and Compliance reflects an elevated leadership and compliance focus. The role now serves as the college’s internal compliance officer for Title IV programs, conducting internal audits and ensuring regulatory adherence. Responsibilities include leading policy development, overseeing federal, state, and institutional reconciliation processes, and managing regulatory reporting such as FISAP, COD, and NSLDS. The position also directs system and functional updates in collaboration with state IT and financial aid teams and coordinates outreach initiatives for FAFSA and state aid application completion. Supervisory duties expanded to include multiple functional leads, and the role now acts as Director in their absence, reflecting greater decision-making authority and strategic involvement.

KEY CHANGES

Before (Assistant Director)	After (Associate Director)
Focused on systems oversight, aid year setup, and reconciliation.	Serves as Title IV compliance officer, conducting internal audits and risk assessments.
Provided customer service coverage across campuses.	Leads outreach initiatives for FAFSA and state aid application completion.
Supervised operations staff and assisted with training.	Supervises functional leads (e.g., Loan Coordinator, Work-Study Coordinator, Generalist, Administrative Assistant).
Assisted with policy development in coordination with Director.	Leads policy development and oversees compliance with federal, state, and institutional regulations.
Role centered on operational oversight and transactional processes.	Expanded leadership scope with compliance, policy authority, and acting Director responsibilities.

