

2.000 ADMINISTRATIVE PERSONNEL**2.100 PRESIDENT OF THE INSTITUTION (S)****2.105 Functions (2004 Synodical Handbook, 3.8.3.7) (Updated April 2006)**

The President of the institution shall be the executive officer of the Board of Regents. He shall serve as the spiritual, academic, and administrative head of the institution.

- a. He shall represent the institution in its relations to the Synod and its officers and boards.
- b. He shall supervise, direct, and administer the affairs of the institution and all its departments, pursuant to the rules and regulations of the Synod and its boards and agencies, and the policies of the Board of Regents.
- c. He shall bring to the attention of the Board of Regents matters that require consideration or decision and make pertinent recommendations.
- d. He shall be the academic head of the faculty, preside at its meetings, and be an ex-officio member of all standing committees of the faculty and its departments, with the exception of the standing hearings committee or of another standing committee to which the functions of such a committee have been assigned.
- e. He shall periodically visit or cause to be visited the classes of professors and instructors and in general secure conformity in teaching efficiency and subject matter to the standards and policies prescribed by the Board of Regents and by the Synod through the Board for University Education.
- f. He shall advise and admonish in a fraternal spirit any member of the faculty found dilatory, neglectful, or exhibiting problems in his teaching. Should this action prove ineffective, he shall request selected members of the faculty privately to engage their colleague in further fraternal discussion. If this results in failure to correct or improve the situation, the president shall report the matter to the Board of Regents with his recommendation for action.
- g. He shall delegate or reassign one or more of his functions to a member of the faculty or staff, although standing administrative assignments shall be made by the Board of Regents upon his recommendation.
- h. He shall be responsible for the provision of spiritual care and nurture for every student.
- i. He shall carefully watch over the spiritual welfare, personal life, conduct, educational progress, and physical condition of the students and in general exercise such Christian discipline, instruction, and supervision as may be expected at a Christian educational institution.
- j. He shall be responsible for the employment, direction, and supervision of all employees of the institution.
- k. He shall be responsible for the business management of the school and for the proper operation and maintenance of grounds, buildings, and equipment.
- l. He shall make periodic and special financial reports to the Board of Regents.

2.110 Campus Pastor (A)

The Campus Pastor is directly responsible to the President of the University. The Campus Pastor is on the Synod's roster as an ordained minister. He also serves as an ex-officio voting member of Student Life Directors Council. The Campus Pastor has the authority and responsibility to accomplish and enforce the fulfillment of the responsibilities listed below:

- a. cooperates and coordinates, with the division of Student Life, all plans and programs developed by the student leaders in the Campus Ministry Leadership Team (CMLT);
- b. seeks to develop student leaders in all areas of campus ministry;
- c. serves as faculty advisor to the CMLT;
- d. facilitates and coordinates the Youth Ministry Teams;
- e. oversees all Bible study programs conducted on-campus;
- f. supervises the planning and implementation of the annual Jesus Retreat;
- g. encourages and provides students with on-campus evangelism opportunities;
- h. provides for devotional materials and leaders in each residence hall;
- i. supervises the work of the student care-givers on campus;
- j. serves as a spiritual counselor for the campus community;
- k. works closely with the other members of the faculty in providing a Christ-centered environment in which to teach and serve;

- l. encourages and helps coordinate student involvement in short-term and long term mission trips;
- m. encourages and seeks to provide resources for ministry to and with International students studying at CUW;
- n. provides the President of the University with an annual report of all activities conducted by the CMLT and maintains a record of worship attendance and involvement in CMLT activities;
- o. seeks to attain the following objectives:
 - 1) treats all people in a manner which is evangelical rather than coercive;
 - 2) views life from a perspective which is regenerative rather than routine;
 - 3) communicates the relationship of Christian faith to contemporary life so that it is understood as being integrated rather than isolated;
- p. is responsible for the development and supervision of the total campus worship program; he is to provide worship opportunities to the campus community; toward that end, he is to:
 - 1) develop a calendar of morning Chapel services, utilizing faculty members and guest speakers as within the constraints of LCMS policy and practice;
 - 2) supervise the conduct of all services, including the practice of Holy Communion as set forth in Synodical Policies;
 - 3) serve as advisor to the Student Worship Committee in coordinating the Sunday and occasional worship, including the planning and evaluating of these services;
 - 4) determine the use of the Chapel within the overall program of CUW; coordinating its proper use by various campus ministry; student life and CUW music groups on campus and coordinating the use of the Chapel by outside groups with Office of University Relations.

OBJECTIVES FOR THE WORSHIP PROGRAM

The objectives of the worship program at Concordia University Wisconsin are to develop in our students:

- a. a sense of joy and reverence for God's house;
- b. a dynamic and active faith in Christ Jesus;
- c. an ability to relate faith to all the values of life and learning;
- d. an acquaintance with and appreciation of the rich heritage of Christian and Lutheran worship and hymnody as these are related to the traditional church year;
- e. skill and experience for churchwork students in leading worship.

CHAPEL SERVICES

All Lutheran members of the faculty may participate in conducting morning Chapel services, within the constraints of present synodical policies and practices. The Campus Pastor is ready to make resources available to faculty members who wish to use them in preparation for their Chapel services.

2.120 Assistant to the President for Governance and Planning (A) (Revised April 2006)

POSITION STATEMENT

The position of the Assistant to the President for Governance and Planning exists to foster effective policy based governance and management, and embed strategic and operational planning into the culture of the University enabling it to achieve its mission.

THE POSITIONAL RESPONSIBILITIES

- a. To assist members of the board to be effective in policy based governance.
- b. To assist the President's Leadership Team and the deans to be effective in policy based management.
- c. To coordinate development and assessment of the strategic plan for the university.
- d. To coordinate development and assessment of the Leadership Team's operational plans.
- e. To coordinate development and assessment of the Dean's operational plans.
- f. To coordinate alignment of the staffing plans with the operational plans.
- g. To coordinate alignment of the budget with the operational plans.

STAFF RELATIONSHIPS

The Assistant to the President for Governance and Planning works cooperatively with the President's Leadership Team and the Deans, encouraging and nurturing from all members a sense of teamwork and enthusiasm for the Christ-centered ministry of the University.

2.300 VICE PRESIDENT OF ACADEMICS (A) *(Updated March 2007)*

The Vice President of Academics reports directly to the President and is a member of the Administrative Council. Duties and responsibilities include the following:

- a. is the chief academic administrator of the university, and as such:
 1. is a member of the Administrative Council;
 2. supervises the work of the Assistant Vice Presidents of Academics, the Deans of the Schools, the Library Director, the Archivist, the Registrar, the Marshal, the Director of the Learning Resource Center, the Freshman Year Experience (FYE) Director, the Director of Academic Advising, the Director of Career Education and Services, the Director of Institutional Research and the Assessment Committee;
 3. work with the Academic Council, and is a member of the Admissions Committee, and the Appeals Committee;
 4. is responsible for the academic advising system;
 5. develops the academic budget and administers it upon its adoption;
 6. supervises the preparation of the academic calendar and schedule of classes;
 7. arranges academic honors recognitions and other academic functions;
 8. initiates academically related institutional research and disseminates appropriately;
 9. prepares reports required by the President and Board of Regents, the faculty, the government, accrediting agencies, and the Synod.
- b. is responsible for all faculty, full time and part time, in which capacity:
 1. acts as advisor to the President in selecting the necessary academic personnel. He initiates faculty searches, screening, and negotiations;
 2. is concerned with the general welfare of faculty members;
 3. supervises and coordinates the work of the faculty, measuring and adjusting the work load of each individual, subject to approval by the President, and evaluating performance, especially effectiveness of instruction;
 4. stimulates the professional growth of the faculty through orientation, in-service training, dissemination of professional literature, and through the administration of the budget to subsidize conference attendance, professional memberships, and advanced education, as well as supervising planning for the annual faculty retreat;
 5. administers the faculty sabbatical and leave of absence policies;
 6. maintains accurate records on all faculty personnel;
 7. oversees the faculty mentoring program.
- c. is responsible for all the academic programs of the university. In which capacity:
 1. teaches such classes for which he is academically qualified, but carries a load which will not interfere with his administrative duties as Vice President of Academics;
 2. supervises and directs all instructional programs;
 3. gives particular attention to curriculum improvements and initiates recommendations for curricular developments and changes in course and program offerings;
 4. requires syllabi of all courses from the instructors and regular updating of those on file in the Academic Office;
 5. coordinates student evaluations each semester of faculty courses and textbooks;
 6. arranges for reviews of all academic programs;
 7. calls and presides over meetings of the Graduate Council and the Graduate Faculty, developing an appropriate agenda for each.

2.305 Assistant Vice President of Academics – Program Advancement (A) *(Added March 2007)*

Under the direction of the Vice President of Academics, the Assistant Vice President of Academics – Program Advancement is responsible for assisting the Vice President of Academics in the general administration of academic concerns, and is a member of the Academic Council. The responsibilities of this position include:

- a. arranges the speakers for commencement exercises and chairs the Graduation Committee;
- b. oversees Concordia's special awards processes and chairs the Special Awards Committee;
- c. is the Academic Office's contact person for intellectual property issues;
- d. provides research, analysis, and leadership in identifying and assessing new academic opportunities.

2.310 Assistant Vice President of Academics – Student Success (A) *(Revised March 2007)*

Under the direction of the Vice President of Academics, the Assistant Vice President of Academics – Student Success is responsible for assisting the Vice President of Academics in the general administration of academic concerns, and is a member of the Academic Council. The responsibilities of this position include:

- a. is responsible for initial screening and hiring of part-time faculty;
- b. is responsible for overseeing the Learning Center, the Department of Career Services & Academic Advisement; the Freshman Year Experience (FYE), and the Office of International Student Services;
- c. is responsible for part-time faculty orientation;
- d. oversees and coordinates Concordia's study abroad program and, with the help of the Advisory Council on National & International Study, dispenses Global Education Grants;
- e. coordinates the CUS simultaneous enrollment program;
- f. is responsible for traditional undergraduate summer school.

2.311 Director of First Year Experience (FYE) (A) *(Updated March 2007)*

The Director of the First Year Experience (FYE) oversees the University's FYE program and is directly responsible to the Assistant Vice President of Academics – Student Success, and ultimately to the Vice President of Academics. The Director supervises the faculty members of LA 105 and LA 110.

2.312 Director of the Learning Resource Center (A) *(Updated March 2007)*

- a. is responsible for all learning center activities and for scheduling its hours of operation;
- b. hires, trains, and schedules all tutors for on-campus services;
- c. keeps records of hours worked by tutors and forwards them to payroll;
- d. orders learning materials and teaching aids for the Learning Resource Center;
- e. serves as liaison with faculty regarding students who need academic support;
- f. serves as a permanent member of the Academic Appeals Committee;
- g. is responsible for the administration of the Supplemental Instruction Program (SIP);
- h. screens and passes on requests for outside, private tutoring;
- i. is responsible for academic assistance and support for students with disabilities;
- j. supervises the Writing Center

2.313 Director of Department of Career Education and Services (A) *(Updated April 2006)*Profile:

Provides administration and leadership for a comprehensive career services and integrated advising department. Possesses knowledge of the career development process and demonstrates initiative, enthusiasm and dedication to helping students and alumni reach their career goals. Adheres to the operating mission of the University and the Department in all endeavors.

Responsibilities:

- establishes Departmental guidelines and policies;
- coordinates the day-to-day functions of the Department;
- manages the Departmental budget;
- identifies and manages the University's web-based job and internship posting system;
- assists students in developing resumes, cover letters and other business correspondence, as well as networking, interviewing and job search skills;
- conducts mock interviews;
- teaches career-related workshops;
- coordinates career-related campus events;
- facilitates "Visions in (career)" days;
- designs and provides resume templates for all majors;
- develops and implements student registration procedures;
- maintains departmental and office bulletin boards;
- updates office handouts and brochures;
- cultivates off-campus employer contacts
- establishes and maintains a thorough Career Resource Center;
- provides individual and group career counseling from the career planning and development stage through the job search, interview, and salary negotiation phases;
- presents and/or oversees on-campus career fairs and recruiting opportunities;
- recruits, trains, and supervises Career Services Assistants;
- administers and interprets career assessment instruments and career interest inventories;
- collects and maintains graduate employment information;
- gathers, writes, and/or manages appropriate information for the Career Services & Academic Advisement Website;
- initiates/facilitates/creates Departmental marketing;
- disseminates information regarding regional career-related events and job fairs;
- provides the "Don't Cancel Class!" career-related faculty assistance program;
- assists Student Life and Admissions during Concordia/Visit Days;
- works in concert with faculty in assisting students determine their career goals;
- co-teaches an LA-105 career class for Undeclared majors;
- manages the procedures and paperwork for all summer on-campus student hiring;
- serves on University committees, as required;
- provides GRE, GMAT, MCAT, and LSAT information;
- collaborates with on- and off-campus constituencies;
- provides "The Job Board" and "CareerSpan" community outreach programs;
- participates in national, regional, state, and consortium organizations;
- keeps abreast of current career/job market issues and trends.

2.314 Director of Academic Advising (A) (Updated March 2007)

- a. coordinates advisement efforts with the Director of the FYE Program and the Assistant Vice President of Academics – Student Success;
- b. coordinates the assigning and transfer of faculty advisors;
- c. keeps an up to date list of faculty advisors;
- d. periodically reviews advisement procedures with the faculty;
- e. annually updates the Advising Handbook;
- f. holds registration workshops each semester for students not enrolled in LA 105 classes;
- g. distributes/conducts an annual advising survey;
- e. works with "deciding" students in an effort to help them develop an academic plan compatible with their career goals/objectives.

2.315 Director of Institutional Research (A) (Updated April 2006)

The Director of Institutional Research shall be under the supervision of the Vice President of Academics and provides support for a variety of institutional research functions, primarily IPEDS coordination, Databook, Retention tracking, and Assessment. The Director is also a member of the Institutional Review Board (IRB).

2.320 Deans of the Schools (A) (Updated March 2007)

- a. The Dean
 1. is directly responsible to the Vice President of Academics and is a member of the Academic Council;
 2. supports and communicates the vision of Concordia University Wisconsin;
 3. alerts the Vice President of Academics to future personnel needs in the School, and participates in the process of securing qualified personnel to meet those needs;
 4. concerns himself/herself with the academic programs and problems of his/her School, and consults with the Vice President of Academics on the individual service load of faculty members in his/her School;
 5. participates in the development of class schedules and the instructional assignments;
 6. calls and presides over meetings of the members of the School and takes leadership in encouraging the study of curricular needs, building and use of library holdings, the improvement of instruction, and other matters pertaining to the School;
 7. arranges for class visitation of the members of his/her School and reports to the Vice President of Academics concerning such visitations;
 8. is responsible for presenting matters of his/her School to the Academic Council through the Vice President of Academics;
 9. supervises the selection of textbooks and curricular materials in various courses offered in his/her School, and together with the Vice President of Academics, is responsible that those are available through the university bookstore;
 10. is responsible for maintaining an updated syllabus for each course and to review major tests;
 11. works with the Vice President of Academics to develop academic goals and with the Futures Committee on strategic planning;
 12. stays current with higher education news and developments;
 13. assures the assessment of majors, minors, students, faculty, and programs, including the application of assessment results to improvement.
- b. Academic and Student Responsibilities
 1. provides leadership and guidance in program content and growth;
 2. promotes relevant student activities and encourages student organizations;
 3. is involved in recruiting students to Concordia University.
- c. Budget Control and Management
 1. takes the leadership in the preparation of the budget of the School after consultation with the School faculty members, and makes recommendations on the budgetary needs of the School and departments to the Vice President of Academics;
 2. prepares a yearly budget and annual report;
 3. supervises requisitions and purchase orders.

2.321 Dean of the School of Arts and Sciences (A) (Updated March 2007)

In addition to the responsibilities in 2.320, the responsibilities of the Dean of the School of Arts and Sciences include supervision of the following Department Chairs:

The Chair of the Department of Art represents and helps supervise the University programs in Art.

The Chair of the Department of Communication represents and helps supervise the University programs in Communication and courses in Theatre.

The Chair of the Department of English represents and helps supervise the University programs in English, Literature, and Latin.

The Chair of the Department of Health & Human Performance represents and helps supervise the University programs in Athletic Training and Health & Human Performance.

The Chair of the Department of History represents and helps supervise the University programs in History.

The Chair of the Department of Mathematics & Computer Science represents and helps supervise the University programs in the Mathematics and Computer Science.

The Chair of the Department of Modern Languages represents and helps supervise the University programs in the German, Spanish, and English as a Second Language.

The Chair of the Department of Music represents and helps supervise the University programs in Music.

The Chair of the Department of Sciences represents and helps supervise the University programs in the Natural Sciences.

The Chair of the Department of Social Science represents and helps supervise the University programs in Psychology and Sociology.

The Chair of the Department of Theology & Philosophy represents and helps supervise the University programs in Religion, Biblical Languages, Lay Ministry, and Philosophy. Interacts with the President and Campus Pastor in regard to the spiritual life on campus. Represents CUW with other administrators at Pastoral Conferences and other meetings.

Responsibilities of the Department Chair:

- a. responsible to and meets regularly with the Dean of Arts and Sciences;
- b. calls and presides over regular meetings of the members of the department;
- c. submits recommendations from the department for courses needed;
- d. recommends staffing for courses and works with the Dean and the Vice President of Academics in securing instructors;
- e. is responsible for curriculum development and recommending developments to the Dean;
- f. is responsible for the regular updating of course syllabi;
- g. recommends annual budget for the department.

2.3215 Director of Lay Ministry Program (A) (Updated March 2007)

The Director of Lay Ministry Programs reports to the Chair of the Department of Theology & Philosophy. The Director of the Lay Ministry Program is responsible for administering the Lay Ministry and Theological Education by Extension (TEE) Programs. Responsibilities of this position include:

Administration

- a. administers the Theological Education by Extension (TEE) and Lay Ministry Programs;
- b. meets monthly with the Lay Ministry staff and campus pastor;
- c. oversees the work of the Lay Ministry secretary;
- d. administers the summer courses for the extension students;
- e. attends the quarterly officer's meetings of the Lay Ministry Association;
- f. sets up the annual budget for the programs;
- g. administers the on-campus colloquy programs and oversee teaching of CUS colloquy students as necessary.

Training

- a. through the available literature and professional conferences on diaconal ministries, keeps abreast of the needs of the church and developments in Christendom;
- b. oversees the academic offerings of the on-campus and extension programs and course requirements, and recommends any new emphases and/or adjustments to the present program;
- c. chairs the Lay Ministry committee;
- d. plans the summer school offerings for the extension students;
- e. serves as academic advisor for the extension students;
- f. interviews all on-campus and extension students annually;
- g. attends all Lay Ministry on-campus functions;
- h. coordinates the "Candidate for Certification" and certification examinations for the extension students;
- i. participates in certification services.

Placement

- a. sends periodic mailings to District Presidents and other interested parties to alert them to the availability of current students and graduates in the field for placement;
- b. serves as the contact person for Lay Ministers working in the church and/or desiring to re-enter church work.

Publicity

- a. oversees the publicity of the program;
- b. represents the Lay Ministry and TEE Programs at the local and national Synodical levels;
- c. acts as historian for the Lay Ministry and TEE Programs by preserving documents and history of the program.

2.322 Dean of the School of Business (A) (Updated March 2007)

In addition to the general responsibilities listed in 2.320 the responsibilities of the Dean of the School of Business include the following:

- a. Academic and Student Responsibilities
 1. holds an annual banquet honoring top business students. The event would showcase both the students and the University;
 2. works with the Director of Career Education and Services to attract companies on campus to recruit students;
 3. oversees the business internship program.
- b. Community Relations and Fund Raising
 1. organizes a council of alumni business leaders. The Dean's Advisory Council provides guidance for university concerns and assists in fund raising activities;
 2. organizes a visiting business executive program. The program involves business leaders speaking to students and faculty;
 3. develops business seminars for the local business community which will provide relevant information while promoting Concordia University.
- c. Alumni Relations
 1. institutes a distinguished alumni annual award;
 2. assists in the preparation of an annual publication detailing activities of the University and its alumni;
 3. surveys alumni.

Supervision of the following Department Chairs and Program Directors:

The Chair of the Department of Business represents and helps supervise the University programs in Accounting, Economics, Finance, General Business, International Business, Marketing, and Management.

The Chair of the Department of Law represents and helps supervise the University programs in Justice and Public Policy and Pre-Law.

The Director of Graduate Business Programs, both on campus and E-Learning.

2.323 Dean of the School of Education (A) (Updated March 2007)

In addition to the general responsibilities for deans listed in 2.320 the responsibilities of the Dean of the School of Education include the following:

- a. oversees the graduate and undergraduate education programs of the university;
- b. works in concert with the Dean of Graduate Studies in supervising the Graduate Education programs through the appropriate directors;
- c. serves as the Certifying Officer for the Department of Public Instruction;
- d. maintains and upgrades the Education Policy Manual;
- e. schedules and chairs Department Chair and School of Education meetings;
- f. attends (or assigns a representative to attend) DPI and other meetings and conferences as necessary;
- g. gives final approval, along with the School of Education Faculty, for all graduates, Lutheran ed and public ed;
- h. supervises approval process for Upper Division Status and Student Teaching;
- i. keeps all appropriate records and statistics for the School;
- j. chairs meetings of appeal for UDS and Student Teachers experiencing serious difficulties;
- k. teaches appropriate courses;
- l. oversees and hosts the Education Advisory Council;
- m. oversees the Placement function;
- n. heads up search committees in the hiring process;
- o. conducts (or oversees) the Annual Evaluation Assessment for School of Education faculty members;
- p. recommends the continuation of staff, elevation in rank, or discontinuation of contracts when necessary;
- q. heads up preparation for DPI visitation/audits;
- r. oversees the assessment program of the School;

- s. administers the budget preparation and supervision for the School;
- t. arranges for professional development opportunities for the members of the School of Education.

2.325 Dean of the School of Human Services (A) (Updated March 2007)

In addition to the responsibilities listed in 2.320, the responsibilities of the Dean of the School of Human Services include the supervision of the following Department Chairs and Program Directors:

The Chair of the Department of Nursing represents and helps supervise the University programs in the traditional Bachelor of Science Degree in Nursing program, the Bachelor of Science Completion program, the MSN program, and the Parish Nurse Continuing Education program.

The Chair of the Department of Occupational Therapy (Director of the Occupational Therapy Programs) represents and helps supervise the University programs in Occupational Therapy.

The Chair of the Department of Physical Therapy (Director of the Physical Therapy Programs) represents and helps supervise the University programs in Physical Therapy.

The Chair of the Department of Social Work (Director of the Social Work Program) represents and helps supervise the University program in Social Work.

The Director of the Medical Assistant Program represents and helps supervise the University Medical Assistant program.

The Director of the Radiologic Technology Program represents and helps supervise the University program in Radiologic Technology.

Responsibilities of a Department Chair/Program Director:

- a. is directly responsible to the Dean of the Human Services;
- b. alerts the dean to future personnel needs in the department/program; participates in the process of securing qualified people to meet those needs;
- c. concerns himself/herself with the academic program and problems of the department/program and consults with the Dean on the individual service load of department/program members;
- d. participates in the development of class schedules and the instructional assignments;
- e. calls and presides over meetings of the department/program and takes leadership in encouraging the curricular needs, library holdings, and improvement of instruction in other matters pertaining to the department/program;
- f. supervises the selection of textbooks and curricular materials in the various courses offered in the department/program, and together with the dean, is responsible that those are available through the University bookstore;
- g. is responsible for the regular up-dating of course syllabi and reviews major tests;
- h. takes leadership in the preparation of the department/program budget and makes recommendations on the budgetary needs to the dean;
- i. is responsible for the care and administration of the physical properties assigned to the department/program;
- j. works with members of the department/program and the Dean of Human Services on strategic planning on an annual basis;
- k. maintains compliance with all accreditation standards or brings program into compliance with accreditation standards;
- l. prepares reports and assures timely submission of fees for appropriate accreditation agency;
- m. notifies accrediting body of expected or unexpected substantive change(s) within the program and of any change in institutional accreditation status or legal authority to provide post-secondary education;
- n. maintains a system for handling complaints about the program.

Responsibilities of the Medical Assistant and Radiologic Technology Program Directors:

- a. recruits students for the program;
- b. tests and conducts interviews of every potential program applicant;
- c. offers vocational counseling to individuals considering entry into the program;
- d. provides re-direction to individuals who do not meet the program' admission requirements;
- e. consults, on an on-going basis, with program instructors about the academic progress of students;
- f. provides personal and vocational counseling to students once they are in the program;
- g. provides job placement services to placeable graduates;

- h. serves as a liaison between students and the health care field;
- i. supervises the program's secretary and teaching staff;
- j. supervises the development and implementation of the curriculum;
- k. recruits and selects staff members when vacancies in the department occur with the approval of the Dean of the School of Human Services, Vice President of Academics, and the President of the University;
- l. maintains current records and statistics pertaining to the function of the program.
- m. prepares an annual report of the program;
- n. prepares the program's annual budget;
- o. directs public relations efforts for the program;
- p. prepares publicity announcements about the program in conjunction with the Dean and the Marketing Committee.

2.340 Director of Library and Information Services (A) *(Updated March 2007)*

- a. reports to the Vice President of Academics;
- b. has a master's degree in Library Science or Information Science; a second master's degree in a subject area which is part of the curriculum is also desirable;
- c. maintains professional and technical knowledge by practicing life-long learning habits via professional publications, personal networks, and societies;
- d. maintains a collection of print and non print material in keeping with the stated objectives and purpose of the institution and is responsible for the selection, acquisition, cataloging, and circulation of these materials;
- e. prepares reports for University administration as needed or directed;
- f. develops the annual budget and submits an annual report of the operation of the library to the Vice President of Academics;
- g. recommends policies for the library and administers all adopted policies;
- h. classifies all duties of the professional and clerical personnel in the Library, instructs them in their duties, and supervises their work;
- i. markets the Library's information products, services, and personnel;
- j. assists with the reference work and activities of the library;
- k. oversees the development, support, maintenance, and integration of technology and the information services and products it serves;
- l. serves on appropriate University committees;
- m. leads the Library in the development of new Library programs, services, and philosophies;
- n. supervises the Library staff;
- o. maintains cordial and professional liaisons with academic departments and other departments within the University;
- p. assists the Off-campus Library Services Director in the development of policies, procedures, and information products and services that assure quality support of all graduate and undergraduate off-campus students;
- q. other duties as assigned by the Vice-President of Academics;
- r. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place;
- s. oversees the archives.

2.341 Cataloging/Technical Services Librarian (A)

- a. reports to the Library Director and the Vice President of Academics;
- b. has a master's degree in Library Science or be working toward such a degree; a second master's in a subject area which is part of the curriculum is also desirable;
- c. is aware of technological changes by attending meetings, seminars, and training sessions and/or by taking additional formal classes;
- d. is responsible for maintaining an accurate automated catalog in keeping with Library of Congress/AACR2/MARC cataloging rules;
- e. submits an annual year-end report of activities;
- f. assists with the reference work and activities of the library;
- g. completes special assignments as designated by the Director;
- h. contributes original records to shared systems using AACR2, OCLC, LCSH, and MARC input standards;
- i. provides leadership in solving OPAC difficulties, challenges, and complex cataloging issues;
- j. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.342 Serials Librarian (A)

- a. reports to the Library Director and the Vice President of Academics;
- b. has a master's degree in Library Science or is working toward such a degree;
- c. is responsible for all purchasing and maintenance of periodicals, serial publications, and periodical related equipment for the library;
- d. selects serial and periodical publications appropriate to the Library and responds to suggestions received from the faculty;
- e. is responsible for all purchasing and maintenance of periodicals, serial publications, and related equipment for the library;
- f. maintains, updates, and manages the serials check-in records on the Library OPAC for their accuracy, currency, and clarity;
- g. maintains, updates, and manages the serials records on the OPAC and their corresponding hypertext access points;
- h. maintains professional business relationships with serials vendors and aggregators that are advantageous to the University;
- i. manages the serials budget including but not limited to ensuring timely and financially advantageous payment schedules and develops cost projections and trends for the management of the serials budget;
- j. works with the Library Director to devise and implement policies in relation to the periodicals section of the library;
- k. submits an annual year-end report of periodical activities;
- l. assists the Collection Development Committee with collaborative decision-making relevant to back-filing, archiving, selection, and de-selection of all serials;
- m. assists with the reference work and activities of the library;
- n. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.343 Reference Librarian (A)

- a. is responsible to the Library Director and the Vice President of Academics;
- b. has a master's degree in Library Science or is working toward such a degree;
- c. is responsible for selecting and maintaining a high quality reference collection;
- d. is responsible for the instruction of students, faculty and staff in the use of all library materials and access mechanisms including the Internet;
- f. attends meetings, workshops, and seminars relating to reference work;
- g. organizes library support for off campus sites and for individualized master's degree students of the institution;
- h. is responsible for library tours, orientation, and group instruction sessions dealing with library use;
- i. works with the Library Director to devise and implement policies relating to the Reference department and its activities;
- j. assists the technical services and access services staff as needed;
- k. assists with the reference work and activities of the library;
- l. leads and participates in special projects as assigned by the Director;
- m. assists the distance education librarian with database searching and other research as needed;
- n. submits an annual year-end report of activities;
- o. supervises and promotes the University archival repository as time and duties permit;
- p. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.344 Access Services Librarian (A)

- a. reports to the Library Director and the Vice President of Academics;
- b. has a master's degree in Library Science or is working toward such a degree;
- c. Coordinates the planning, implementation, promotion and evaluation of a Document Delivery/ILL department;
- d. hires, trains, evaluates, and supervises the student workers;
- e. attends meetings and seminars related to this field of study;
- f. with the Director, establishes and implements policies and procedures for circulation, reserves, SWITCH, and ILL in collaboration with the Circulation Supervisor and the Office Manager;

- g. works with the Library Director to devise and implement policies relating to library automation and electronic resources;
- h. submits an annual year-end report of activities;
- i. assists with the reference activities of the library;
- j. oversees the production and creation of a library newsletter;
- k. is responsible for the document delivery of interlibrary loan materials that are requested via OCLC, Eastern Shores, ALA, and InfoPass;
- l. collaboratively creates, designs, and maintains a general library handbook;
- m. assists the Director of Information Services and Resources for Off-campus students in the preparation and dissemination of requested information products;
- n. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.345 Director of Information Services and Resources for Off-Campus Students (A)

- a. reports to the Library Director and the Vice President of Academics.
- b. vigorously strives to achieve the same level of Library services to off-campus students as for campus resident students;
- c. coordinates the delivery of all information services and resources to off-campus students;
- d. establishes and implements policies and procedures for the delivery of information services and resources to off-campus students;
- e. develops, records, evaluates, and delivers to the Director statistics and reports that serve to give focus and direction to all services;
- f. serves all off-campus sites with training and user instruction as needed and requested by the Director;
- g. serves as liaison to faculty, departments, and off-campus directors for home library and on-site library collection development;
- h. collaborates with reference librarian and the Director to maintain web based information portals, links, information literacy and tutorial pages;
- i. designs and produces attractive and useful print materials for program promotion and user instruction;
- j. recommends, administers, and proposes a yearly budget to the Library Director;
- k. develops and administers tools for the assessment of the Library's services and information products delivered to off-campus students;
- l. secures any written contractual agreements from other libraries facilitating access to their services and information products by Concordia's off-campus students;
- m. promotes and assists with Internet access to the Library OPAC, serial indices, and full-text article services;
- n. collaboratively develop electronic reference services and resources for off-campus students;
- o. develops and maintains the Library web page;
- p. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.
- q. has a master's degree in Library Science or is working toward such a degree;
- r. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.346 Acquisitions Coordinator (A)

- a. reports to the Library Director and the Vice President of Academics;
- b. prepares orders for library materials and inputs data into computerized ordering systems;
- c. receives incoming materials, verifies and sends invoices to business office for payment;
- d. monitors and maintains an overview of library's standing orders and fund accounts, ;
- e. handles rush orders;
- f. handles materials returns and follow-up procedures;
- g. insures that proper funds are charged and monitors appropriate library accounts;
- h. rectifies ordering problems with vendors;
- i. coordinates acquisitions operations, deadlines, procedures with university business office;
- j. prepares, monitors, and processes purchases of non-book information materials;
- k. cultivates, models, and implements professional knowledge and skills in human services competencies as they pertain to the work place.

2.347 Archivist (A)

- a. is responsible to the Library Director and the Vice President of Academics for the preservation of such materials as are deemed of historic value to the University;
- b. collects, catalogs, and stores such items;
- c. keeps a list of materials as are deemed of historic value and should be preserved, such as: university catalogs, programs of events, etc.;
- d. works with the keeper of Central Files to determine which items relating to school business shall be kept permanently;
- e. is alert to articles and news items regarding Concordia University Wisconsin appearing in the press and keeps a file of the same.

2.350 Marshal (A) (Updated April 2006)

- a. the Marshal is directly responsible to the Vice President of Academics;
- b. provides plans for any indicated participation of faculty, Board of Regents, and students in public functions conducted on the campus and organizes and directs the activities of the participants on such occasions;
- c. supervises the physical set-up for special academic and worship convocations
- d. serves on the University's Graduation Committee.

2.360 Registrar (A) (Updated March 2007)

The Registrar is directly responsible to the Vice President of Academics of Concordia University. He consults regularly with the Vice President of Academics for an exchange of information and for coordination of work in his area. Responsibilities of the Registrar include the following:

- a. ensures that the grades for the University students are properly recorded and promptly reported to students and agencies which give financial support to specific students;
- b. advises and consults with the University students, providing information concerning class loads, making up of deficiencies, correspondence courses, departmental requirements, transcript evaluation, class schedules, etc.;
- c. evaluates candidates for diplomas and recommends the appropriate candidates to the faculty;
- d. issues the official transcripts of all credits earned at Concordia by students in the University;
- e. directs the registration procedures and prepares all necessary forms to complete this;
- f. helps prepare the schedule for classes including the classroom assignments;
- g. prepares the schedule of final examinations;
- h. supervises the preparation of the University catalog;
- i. is a member of the Academic Council;
- j. consults with the Vice President of Finance & Administration on budget matters pertaining to the office of the Registrar;
- k. is keeper of the official seal of Concordia University Wisconsin;
- l. prepares the academic calendar of the University;
- m. assesses student instructional fees and makes the necessary adjustment when the status of the student changes;
- n. supplies the Vice President of Academics with a listing of those students eligible for special academic honors (Vice President of Academics' List);
- o. processes all adds and drops of the students and maintains a current record of the student's program;
- p. maintains the class rosters consulting with the instructors to maintain an accurate listing;
- q. attends the advisor meetings and work closely with the advisors in registration details and assessing the progress of the students;
- r. gathers and maintains the data base of information on the students;
- s. works closely with the Administrative Computing Analyst to see that needed academic information is processed efficiently and accurately;
- t. works with the Adult Education area to register the students;
- u. works closely with the Business Office to determine clearance of the student for class and with the Financial Aid Office in determining the status of the student as it affects his financial aid;
- v. serves as a member of the Appeals Committee.

2.400 VICE PRESIDENT OF ADULT & CONTINUING EDUCATION (A) *(Updated December 2006)*

The Vice President of Adult and Continuing Education reports to the President of the University and serves on the Administrative Council. The responsibilities of the Vice President of Adult and Continuing Education include the following:

- a. Academic and Student Responsibilities
 1. works with the Vice President of Academics to develop academic goals and with the Futures Committee on strategic planning;
 2. is responsible for the planning, marketing and implementation of effective adult and continuing education programs designed to meet the needs of Concordia's constituencies and the community at large;
 3. establishes effective communication channels by serving as a liaison between the university and the community/constituencies, and between business and industry, in order to maximize the visibility and marketing of programming;
 4. conducts periodic needs assessments in order to ensure that the programs serve the needs of all populations of adult learners using a variety of methods (surveys, soliciting faculty, and student feedback);
 5. reviews all adult education offerings in order to maximize cost effectiveness, quality and appropriateness;
 6. maintains a cooperative working relationship with Concordia faculty in order to develop new programs which may branch from existing program offerings at the university;
 7. supervises the following programs: Adult Education Bachelor and Associate Degree Programs, Continuing Education Programs, and the MBA programs off-campus.
- b. Budget Control and Management
 1. is responsible for the approval of contracts and payroll notifications to the Business Office or Human Resources;
 2. is responsible for ensuring that salaries are competitive and adult and continuing education course offerings are priced fairly yet competitively.
 3. prepares the budget for the School after consultation with the regional directors, dean, and program directors and submits the budget to the Financial Vice-President.
 4. approves requisitions and purchase orders.
- c. Promotion and Advertising
 1. is responsible for the development of copy for adult and continuing education brochures and advertisements when the need has been demonstrated;
 2. is responsible for the proper distribution of printed materials;
 3. is responsible for the appropriate marketing of newsworthy adult education events.
- d. Registration and Evaluation
 1. is responsible for ensuring that admissions personnel and administrative staff responsibly and promptly respond to inquiries regarding adult and continuing education offerings;
 2. is responsible for ensuring that center staff and/or the student records coordinator monitor the registrations of applicants, evaluate transcripts and properly advise incoming students.
- e. Supervision and Administration
 1. is responsible for the supervision of all instructors through the dean and center directors;
 2. is responsible for the supervision of all Adult Education staff including the dean, regional directors, center directors, program directors, admissions officers, and support staff;
 3. is responsible for the supervision of all learning settings (i.e. proper learning environment, starting and ending times, communication and emergencies).
- f. Ensuring that the School conducts assessment retreats as needed.

2.410 Regional Director of Adult Education (A) *(Updated December 2006)*

The Regional Directors of Adult Education are responsible to the Vice President of Adult & Continuing Education, and through that office, to the President of the University. The Regional Directors have the following responsibilities:

- a. Marketing
 1. Sets goals for new student recruiting, overall student enrollment, and retention.

2. Prepares annual advertising plan. Approve monthly center advertising expenditures, and assess the effectiveness and efficiency of the advertising program.
 3. Submits reports monthly on enrollment data, and quarterly on lead and start source data.
 4. Assists the center director in managing the admissions officers.
 5. Explore and present opportunities for geographic and programmatic expansion
- b. Operations
1. Personnel
 - Reviews materials for administrative assistant candidates; conducts final interviews for admissions candidates; and conducts initial interviews for center director candidates.
 - Conducts center director reviews and reviews other center personnel with director.
 - Coordinates staff training with center directors and Mequon office.
 2. Financial
 - Follow-up on receivables.
 - Monitors budgets on a monthly basis, and assists in developing annual budgets.
 3. Facilities
 - Assures facilities are clean and equipment is kept in good repair.
 - Monitors reliability of computer systems.
 4. Customer Service
 - Handles student issues as they arise.
 - Assists in handling faculty issues
- c. Academics
1. Helps assure that the curriculum is offered as stated in the module and catalog.
 2. Assures all incoming students meet admissions requirements.

2.415 Dean of the School of Adult Education (A) *(Updated December 2006)*

- a. Duties of the Dean
1. is directly responsible to the Vice President of Adult & Continuing Education and represents the School of Adult Education on the Academic Council;
 2. alerts the Vice President of Adult Education to future academic and support personnel needs in the School, and participates in the process of securing qualified people to meet those needs;
 3. concerns himself/herself with the academic programs and problems of his/her School;
 4. calls and presides over meetings of the academic members of the School and takes leadership in encouraging the study of curricular needs, the improvement of instruction, and other matters pertaining to the School;
 5. arranges for class visitation of the members of his/her School and reports to the Vice President of Adult Education concerning such visitations;
 6. is responsible for presenting academic matters of his/her School to the Academic Council;
 7. supervises the selection of textbooks and curricular materials in various courses offered in his/her School and together with the Program Directors;
 8. is responsible maintaining updated syllabus for each course and to review major tests.
- b. Academic and Student Responsibilities
1. supervises the work of the program directors in the selection of textbooks and curricular material offered in his/her School;
 2. supervises the evaluation of instructors of credit and credit-free courses in order to assure teacher effectiveness;
 3. provides leadership and guidance in program content and growth;
 4. promotes relevant student activities and encourages student organizations;
 5. is involved in recruiting students to Concordia University Wisconsin;
 6. chairs an annual retreat for all instructors who teach in the School of Adult Education.
- c. Budget control and management
1. provides input to the annual budgeting process, assuring that academic needs are addressed.
 2. assists in managing the annual expenditures within the guidelines of the established budget;
 3. in the absence of the Vice President, supervises requisitions and purchase orders.

2.420 Director of Adult Education Centers (A) *(Updated December 2006)*

The Directors of the Adult Education Centers are responsible to the Regional Directors and then to the Vice President of Adult & Continuing Education, and through that office, to the President of the University. The directors have the following responsibilities:

- a. plans advertising for the center's program in conjunction with the Regional Director and Vice President and submit quarterly reports of success of such programs;
- b. submits requisitions for program expenses to the Vice President;
- c. sees that all inquiries about the program are responded to in writing and by telephone or email;
- d. assures that all in-coming students meet the requirements for admission to the School and accept qualified students into the program;
- e. counsels and provides specific advice to all students regarding how best to meet program requirements;
- f. recruits, trains, and develops new faculty resources;
- g. supervises faculty instruction, faculty and student attendance, and follows through on problems in consultation with the Regional Director, Dean or Vice-President;
- h. ensures that at least two meetings or in-service training programs are held annually for teachers at the center;
- i. checks to see that textbooks are received and delivered on time;
- j. provides assistance and academic advising to students as needs arise during their participation in the Adult Education Program;
- k. supervises and supports the activities of center admissions officer(s), and administrative staff;
- l. ensures that the center facility is kept clean and attractive and that all building systems and instructional equipment function properly;
- m. maintains a good working relationship with the building owners/managers;
- n. helps assure that the curriculum is offered as stated in the module and catalog.

2.500 VICE PRESIDENT OF ADVANCEMENT (A)

The Vice President of Advancement reports directly to the President, and is member of the Administrative Council. Duties include the following:

- a. informs himself/herself about all the programs and policies and personnel of the University through reading of all publications, attendance at faculty meetings, and at all important campus functions;
- b. understands Concordia's Statement of Purpose and is able to interpret it to all publics;
 1. is a catalyst for developing ideas and plans for future development of the university;
 2. assists the President in the interpretation of the ideals, the services, and the needs of the university to the entire constituency and helps to interpret the needs of the constituency to university;
 3. creates an interest and a desire in the hearts of leading citizens in Milwaukee and throughout Wisconsin to participate in the development, both physically and academically, of Concordia University;
- c. with an understanding of the university and a sense of direction for the future, the Vice President of Advancement must have a plan of action and execute the same.
 1. determines, together with the President and the Vice President of Finance & Administration, financial goals to be reached in a five-year period in the different categories of the institution's budget and outlines sources to meet these goals;
 2. develops an index and file of the names of foundations, agencies, and individuals to be contracted and approached for donations;
 3. develops a regular schedule of visits and determines in which instances some other individual, e.g., the President, should accompany him in telling the story of the university;
 4. arranges and promotes programs and institutes to present long-range programs of giving, e.g., wills, deferred gifts, life insurance policies, etc.
 5. plans any major financial effort of Concordia University and of the execution of the plan;
 6. submits an annual budget for his department and requisitions all needs of the department;
 8. renders such active services to Concordia in the total area of development that will be conducive to positive growth and expansion of services and resources;
 9. serves as the chair of the marketing committee and is responsible for budget development and management;
 10. develops the university's public relations strategies and community relations plan.

2.510 Alumni Director (A)

The Alumni Director reports to the Vice President of Advancement and has overall responsibility for planning, organizing and implementing programs that will help ensure Concordia's graduates will enter their careers with a positive feeling about their experiences at Concordia; be willing to share those feelings with others; reflect their appreciation and good feelings by participating in various alumni activities, including financial support, special projects and fund raising opportunities.

The Alumni Director will provide leadership and direction to the Alumni Association Board and its goals and objectives by regularly attending its meetings and participating and supporting its planned activities.

Responsibilities will also include:

- a. maintains good communications with alumni through correspondence, publications, and personal visits;
- b. establishes and maintains comprehensive computer records of alumni information to assist in developing creative ways of implementing effective programs and activities;
- c. develops an effective program of class representatives. Class representative will be liaisons to the Alumni Association and the university, and will stimulate, motivate, and coordinate class activities and reunions for significant class anniversaries;
- d. annually assists the Alumni Board in identifying and recommending nominations for the "Alumni of the Year Award;"
- e. participates in the Alumni portion of the Advancement Office, support the effort of that office;
- f. sets goals to increase alumni participation and total giving to the university, develop an annual budget;

- g. participates with other Advancement staff in planning and goal setting of the department, attending meetings and reporting progress regarding alumni;
- h. develops giving opportunities for alumni;
- i. improves his/her professional growth by attending conferences, workshops, participating in related professional organizations and reading related materials.

2.520 Executive Director of the Friends of Concordia (A)

The Executive Director of the Friends of Concordia reports directly to the Vice President of Advancement and has the following responsibilities:

- a. implements plans and programs of the Friends of Concordia;
- b. maintains records of the organization, adhering to its constitution, bylaws, policies and procedures;
- c. supervises the secretary and other paid or volunteer assistants;
- d. works closely the organization's president and officers including Regional Governors to carry out the objectives of the Friends of Concordia organization;
- e. works with the Friends of Concordia president, treasurer and executive secretary to gather budget information to develop the administrative budget and the consolidated organization budget;
- f. reviews bi-annual regional income statistics and calculation of rebates;
- g. appoints a committee to audit the records and financial statements;
- h. appoints a student liaison to report on campus life and student activities to the executive board;
- i. attends executive board meetings and provide reports on the status of the administrative activities;
- j. attends the spring planning retreat in May of each year;
- k. selects governors as required;
- l. supports the Advancement Office staff as required;
- m. reports to the Assistant to the President in regard to initiatives on behalf of the "For the Sake of the Church" national endowment campaign.

2.530 Director of Congregation Relations (A)

The Director of Congregation Relations reports directly to the Vice President of Advancement and has the following responsibilities:

- a. develops and maintains a good relationship and cooperative working mind-set between every Pastor, his congregation, and CUW with the objectives of encouraging young people to consider CUW as the place for their university training and motivating them to give thought toward preparing themselves for full-time church work;
- b. makes visits on a regular basis to circuit meetings of pastors throughout the SW and NW Districts;
- c. Schedules "Concordia" Sundays for congregations in both SW and NW Districts;
- d. keeps himself/herself informed of all the activities and events of CUW so that he/she can supply as much information and correctly answer questions;
- e. attends all Pastoral conferences of SW and NW Districts, is in charge of the CUW display table, is available to answer questions, and promotes the scheduling of "Concordia" Sundays;
- f. assists the Vice President of Advancement and others in the department with various functions as assigned by the Vice President of Advancement;
- g. participates as a team member in department planning activities by recommending ways that can help the overall goals and objectives of the department;
- h. continues professional growth by attending conferences, and workshops, and by reading development literature;
- i. attends and assists in meetings and university functions as requested by the Vice President of Advancement or the University President;
- j. develops and implements strategies to continually grow financial support from congregations, LCMS church members and LCMS organizations.

2.540 Director of University Relations (A)

The Director of University Relations is responsible to the Vice President of Advancement. He/she is responsible for the planning, development, and implementation of comprehensive, institution-wide goals for the University Relations program of the university. Duties include the following:

- a. creates a university relations strategy which supports the admissions and resource development initiatives, in collaboration with the Director of Church Relations and Communications;
- b. develops and implements procedures and policies governing the use of university facilities and properties by external groups, and manages said groups;
- c. is the main link with the University's marketing firm (Sprecher Bertalot & Company);
- d. is responsible for obtaining bids and for the designing, editing and distribution of internal communication materials;
- e. oversees the Speaker's Bureau and be responsible for the annual recruitment of speakers and the annual speaker's bureau brochure;
- f. plans, organizes, and implements annual "community building" activities that connect local citizens to the CUW campus and its programs;
- g. is the primary contact with local government officials;
- h. continues to build and maintain relationships with local reporters, editors and print media professionals in the North Shore area, in addition to local television stations.

2.600 VICE PRESIDENT OF ENROLLMENT SERVICES (A)

The Vice President of Enrollment Services reports to the President, is a member of the Administrative Council and is responsible for:

- a. policy formation and implementation;
- b. effective office operation (admission and financial aid);
- c. budget establishment, implementation, and monitoring;
- d. recommendations regarding the hiring and dismissal of admission and financial aid personnel;
- e. development and implementation of annual Plan of Action;
- f. communicating as a member of the Administrative Council to the faculty and Board of Regents;
- g. chairing the Admission Committee;
- h. serving as liaison between the Admission Office and advisors;
- i. review of all financial aid "packages;"
- j. review and acceptance of applicants;
- k. meeting the institutional enrollment goals;
- l. a specific recruitment territory and/or schools;
- m. the operation of the financial aid office;
- n. new student registration in cooperation with academia.

2.610 Admission Counselor (A)

The Admission Counselor reports to the Vice President of Enrollment Services and is responsible for:

- a. researching demographic trends for planning recruitment strategy under consultation with Vice President of Enrollment Services;
- b. developing recruitment plan for the school year;
- c. interviewing and counseling prospective students and their parents on the university decision-making process;
- d. initiating and maintaining contacts with pastors, teachers, directors of Christian education, and public and Lutheran high school counselors;
- e. concentrating on personal contacts to identify potential students;
- f. initiating and maintaining contact with synodical and selected junior colleges to identify prospective transfer students;
- g. participating in public high school college days, Lutheran college days, and congregational recruitment programs;
- h. assisting the Vice President of Enrollment Services in serving as host to prospective students and parents who visit the campus;
- i. attending the professional meetings of Admission Counselors as called upon to do so;
- j. stimulating interest and participation in the recruitment concern of the University on the part of the faculty and staff generally;
- k. coordinating follow-up activities in geographic area with prospective students using the telephone, letter, and direct mail methods;
- l. assuming responsibilities for planning and coordinating administrative tasks that may be assigned.

2.620 Financial Aid Officer (A)

The primary purpose of student aid is to provide financial resources to students who would otherwise be unable to pursue postsecondary education.

The Financial Aids Officer reports to the Vice President of Enrollment Services and is responsible for:

- a. making every effort to meet the demonstrated needs of all students at his/her institution to the extent funding will permit in an ethical manner;
- b. awarding all aid on the basis of demonstrated financial need except where funds are specified for recognition of special talents. Where aid is not based on need and represents a significant portion of institutional assistance, the aid administrator should make every effort to redirect such funds to assist those students with demonstrated need;
- c. exercising adequate control to insure that needbased aid awards do not exceed documented need;

- d. recognizing that the primary responsibility for financing post-secondary education rests with the student and his/her family. Financial assistance from institutions and other sources is only intended as supplementary to the efforts of the family;
- e. helping students seek, obtain, and make the best use of all financial resources available;
- f. providing in all appropriate literature a clear statement of the actual costs of attendance, which shall include both the direct and non-direct costs;
- g. informing the student of all conditions under which an award is granted at the time the offer is made;
- h. refraining from and discouraging others from making any public announcement of the amount or type of financial aid awarded to a student in order to protect the confidentiality of the economic circumstances of the student and his/her family;
- i. respecting the confidentiality of student records. Information is released only on the written consent of the student and/or his/her family, and all policies and procedures are to protect the students' rights of privacy;
- j. opposing the administration of aid to accomplish disciplinary objectives;
- k. estimating needs honestly and fairly when preparing funding requests.

2.630 Admission Committee (A)

The Admission Committee functions in an advisory capacity to the Vice President of Enrollment Services in response to his initial recommendation. In turn, the Vice President of Enrollment Services relates the outcome of these recommendations to the prospective student.

The members of the Admission Committee are the Vice President of Academics, the Vice President of Student Life, and the Vice President of Enrollment Services. The President is an ex-officio member.

2.700 VICE PRESIDENT OF FINANCE & ADMINISTRATION (A) *(Updated April 2006)*

The Vice President of Finance & Administration reports directly to the President, and is a member of the Administrative Council. Duties include the following:

- a. assists the President in preparing the annual budget. Serve as budget control officer for the university;
- b. is responsible for the financial accounting of the school;
- c. supplies financial reports and analyses as requested by the President;
- d. directs the collection of all accounts receivable and the payment of all obligations;
- e. oversees investments and banking, monitor cash flow, and provide for safekeeping of all monies and securities of the school;
- f. is responsible for all purchasing by the university. All requisitions flow through this office;
- g. supervises the control of all agency funds;
- h. supervises personnel records and employee insurance and benefits.
Handles unemployment compensation matters, prepares government reports, coordinates staff personnel policies and prepares the employee handbook;
- i. consults with the President with reference to the employment of support staff personnel;
- j. negotiates all business contracts for the university;
- k. handles all university insurance matters;
- l. represents the university in business matters, at professional meetings and in other business contacts of the university at the request of the President;
- m. serves as liaison with Synod's accounting, insurance, and business offices with respect to university business matters;
- n. serves as contact person with the university's attorney with respect to university business matters;
- o. makes arrangements for moving new faculty to the city and assists new faculty and staff with other business matters;
- p. supervises the maintenance of an inventory of all institutional properties, facilities, and equipment through the respective departments;
- q. performs other duties as delegated by the President;
- r. serves as contact person with the bookstore service;
- s. supervises human resources;
- t. assures that physical facilities are maintained properly, and are neat, clean, and appealing.

2.710 Controller (A)

The Controller is directly responsible to the Vice President of Finance & Administration. His/her major responsibilities are the following:

- a. supervises the day-to-day accounting operations of the school;
- b. coordinates the accounting aspects of the data processing system;
- c. maintains the chart of accounts according to Synodical policy;
- d. reviews all requisitions, purchase orders and cash receipts for accuracy and correctness. Assigns income and expenditures to the proper accounts and monitor accounts for over expenditures;
- e. implements and maintains effective internal control procedures;
- f. maintains the general ledger according to generally accepted accounting principles. Maintains all necessary accounting records, along with files of backup detail for the accounting transactions;
- g. supervises the annual inventory;
- h. prepares timely monthly accounting reports for the administration, and other reports and analyses as needed;
- i. accounts for federal student aid funds and prepare government reports and cash requests;
- j. prepares and files payroll and sales tax reports;
- k. assists the auditors with the annual audit;
- l. prepares government and synodical accounting reports such as Form 990, Hegis report, and others, under the supervision of the Vice President;
- n. assists the Vice President with personnel, insurance, and other business matters as needed.

2.720 Director of Human Resources (A) *(Updated Nov. 2003)*

The Director of Human Resources is directly responsible to the Vice President of Finance & Administration. His/her major responsibilities are the following:

- a. plans, develops, organizes, manages and controls the human resource functions of the university;
- b. provides service oriented leadership and effective delivery of the human resources services to the staff, faculty and administration;
- c. assists in recruitment, hiring, orientation and retention of employees;
- d. coordinates payroll and benefit administration;
- e. provides employee orientation and benefit enrollment to new employees, as well as on going service to employees on benefit questions and concerns;
- f. ensures university compliance with federal and state employment laws as well as other authority requirements;
- g. acts as a liaison for employees with university administration;
- h. oversees and coordinates the activities of the Staff Council and the Staff Forum.

2.730 Director of Buildings and Grounds (A) *(Updated Nov. 2003)*

The Director of Buildings and Grounds shall be under the supervision of the Vice President of Finance & Administration and is responsible for the direction and supervision of the maintenance and repair of both buildings and grounds.

2.800 VICE PRESIDENT OF INFORMATION TECHNOLOGY (A) *(Updated Nov. 2003)*

The Vice President of Information Technology reports directly to the President, and is a member of the Administrative Council. Duties include the following:

- a. enhancing and maintaining the technology infrastructure;
- b. supporting instructional technology initiatives and distributed learning;
- c. initiating new projects and partnerships to enhance systems and academic programs;
- d. providing leadership for the following functions:
 1. telecommunications
 2. campus-wide network
 3. administrative computing
 4. academic computing
 5. campus-wide cable TV
 6. instructional technology (AV)
 7. internet web resources
 8. video conferencing and distributed learning
- e. supervises auxiliary services for the school offices, such as mail service & duplicating.

2.810 Administrative Computing Director (A)

The Administrative Computing Director reports directly to the Vice President of Information Technology. Duties include the following:

- a. SCT Banner 2000 configuration and operation
- b. security and operational policies for administrative computing
- c. training and procedure manual resources related to administrative computing
- d. program upgrade and enhancements
- e. database tuning, pruning
- f. development of program interfaces and specialty reports

2.820 Director of Computing Operations (A)

The Director of Computing Operations reports directly to the Vice President of Information Technology. Duties include the following:

- a. academic computing labs
- b. PC support and repair services
- c. network configuration, monitoring, and bandwidth management
- d. email postmaster
- e. user accounts
- f. network resources – (i.e. servers, shared printers, etc.)
- g. virus and network intrusion protection
- h. backup and recovery, data disaster planning

2.830 Communications Systems Director (A)

The Communications Systems Director reports directly to the Vice President of Information Technology. Duties include the following:

- a. telephone operations and billing
- b. one-card system
- c. campus cable TV and video distribution
- d. educational technology
- e. instructional technology
- f. distance delivery systems – video conferencing
- g. network wiring infrastructure

2.900 VICE PRESIDENT OF STUDENT LIFE (A) *(Updated April 2006)*

The Vice President of Student Life is directly responsible to the President, and is a member of the Administrative Council. The programmatic flow chart of the Division of Student Life is available at the following web address:

http://www.cuw.edu/Tools/current_students/student_services/vpstudentlife/org_chart.html