

## Academic Advising

### Mission and Major Functions

#### Mission Statement

The office of Academic Advising is dedicated to the pursuit of academic excellence and welcomes all who share this passion. We assist students in the development of meaningful educational plans compatible with their life goals. Our services supplement and support the faculty advising system, the primary advising tool on campus. A holistic approach is used by addressing students' intellectual, emotional, and physical needs. We wish to inspire in students the value of hard work, fair play, develop confidence, consideration for others, and a sense of leadership and global citizenship.

#### Functions of the Unit

1. Explore academic interests and aspirations.
2. Navigate through the curriculum and academic programs.
3. Connect students with faculty who share similar academic interests.
4. Build student course schedules and register for classes.
5. Provide the necessary resources to help you succeed.

## Office of Admissions

### Mission and Major Functions

#### Mission Statement

The role of the Office of Admissions is to attract and enroll diverse and qualified new students in ways that are consistent with the goals and mission of the traditional day program of Elizabethtown College.

#### Functions of the Unit

1. Adhere to the five-year enrollment plan.
2. Counsel prospective students and families in finding the right fit college.
3. Accurately portray the character and offerings of Elizabethtown College to prospective students, their families, and student influencers.

## Advancement

### Mission and Major Functions

#### Mission Statement

The mission of the Office of Institutional Advancement at Elizabethtown College is to build and sustain positive relationships from multiple constituencies that result in philanthropic support in the form of time, talent and/or treasure. Campus sustainability and growth is supported by successful cultivation, engagement, and stewardship that ensures the strength and growth of academic and related programs, financial aid, and capital projects. The five areas and major functions upon which relationships are built are:

#### Functions of the Unit

1. **Development:** Works to increase philanthropic support (time, talent and treasure) of the College through annual giving, major gifts, planned giving, foundation grants, and corporate gifts.
2. **Alumni Relations:** Develops and implements programming intended to foster new, and nurture current, relationships between Elizabethtown College Alumni and Elizabethtown College.
  - Individual Mission, Functions and UPS for Alumni Relations
3. **Church Relations:** Upholding the values of Elizabethtown College's founders-- peace, justice and human dignity—this Office serves as the bridge between the College, Church of the Brethren Districts, and other individuals and groups interested in the work of the College and the Young Center for Anabaptist and Pietist Studies.
4. **Community Affairs:** Actively engages the College with the community through the development of thoughtful and engaging programming.
5. **The High Center for Family Business:** One of the largest resource centers for family businesses in the nation, the High Center empowers entrepreneurial families who are estimated to own 80 percent of businesses in the United States, by providing family businesses with thought-provoking educational programming.

## Office of Alumni Relations

### Mission and Major Functions

#### Mission Statement

The Office of Alumni Relations (OAR) is Elizabethtown College's relationship center for, and connection point with, members of the Elizabethtown College Alumni Association (ECAA). In all that we do, our aims are to foster mutually-beneficial relationships between members of the campus community and the ECAA. With a focus on recruiting, motivating and guiding alumni to share their time, talent and treasure in support of Elizabethtown's programs, we dedicate ourselves to providing members of the ECAA with programming that encourages members to:

- Reflect on their time at Elizabethtown College and with its community,
- Connect with the campus community and fellow members of the ECAA, and
- Engage with opportunities that make a positive impact on the College's present and future.

#### Functions of the Unit

1. Oversee, administer and develop all operational facets of the ECAA.
2. Develop and implement programming intended to foster new, and nurture current, relationships between members of the ECAA and the Elizabethtown College.
3. Develop and implement initiatives that connect alumni with on-campus offices and programs in support of Elizabethtown College's educational and operational enterprises.
4. Maintain private and secure information about and for all members of the ECAA.
5. Develop and implement initiatives that build positive relationships with current student members of the campus community in support of future alumni engagement.

## Blue Jay Athletics

### Mission and Major Functions

#### Mission Statement

The mission of the Blue Jay intercollegiate athletics program is to provide Elizabethtown College students with varsity sport programs that support and enhance the students' educational experience and develop important life skills. In our pursuit of excellence, we place the highest value on the principles of integrity, student-athlete welfare, sport and gender equity, sportsmanship and fair play.

#### Functions of the Unit

1. Sponsor a competitive athletics program that supports the College's academic mission, models the NCAA Division III philosophy, and is compliant with both NCAA and Conference rules and regulations.
2. In partnership with the Admissions Office staff, be actively engaged in the recruitment of 22 percent or more of each year's freshmen class.
3. Provide over 415 student-athletes with significant and sustained mentoring, coaching, and leadership development programming.
4. Develop athletic, recreational, and fitness facilities that accommodate the needs and interests of current students, faculty, and staff; and attract new students and employees to the College, and generate revenue for the College.
5. Generate revenue for the athletics program, as well as the College.

## Bowers Writers House

### Mission and Major Functions

#### Mission Statement

Bowers Writers House (BWH) strives to create at Elizabethtown College an interdisciplinary venue for presentation, performance, expression and study.

#### Functions of the Unit

1. Develop and support 17-20 one-day events each semester with either on- or off-campus guests who will offer an afternoon (4PM) workshop, evening meal/discussion (5PM) and nightly presentation (8PM).
2. Develop and support 3-5 two-day events each semester with off-campus guests who will offer an afternoon (4PM) workshop, evening meal/discussion (5PM), nightly presentation (8PM) and next-day class visit(s).
3. Collaborate with other units on campus to co-sponsor events such as Open Book that enhance interdisciplinary learning and experiences.
4. Direct the Woodrow Wilson Visiting Fellow Program including chair of the WWVF Committee.
5. Organize all aspects of the BWH endowed Scholar-in-Residence program to bring to campus an individual with strong interdisciplinary personal, professional and/or academic experience who will engage with our on- and off-campus communities for a full week's worth of afternoon workshops, evening meals and presentations, and classroom visits.

## Business Office

### Mission and Major Functions

#### Mission Statement

The Business Office is dedicated to supporting the educational mission of Elizabethtown College by providing effective and efficient financial services with integrity, respect, confidentiality, and professionalism. Our mission is to promote fiscal responsibility by providing our clients with the necessary services to fulfill their financial obligations to or from the College while safeguarding the assets of the College.

#### Functions of the Unit

1. Provide timely billing and maintain accuracy of student, staff, retiree, and miscellaneous accounts receivable accounts.
2. Process accounts payable accurately on a weekly basis, ensuring that all applicable federal and state regulations are met.
3. Ensure that all annual federal, state, and local regulatory reports are filed by established deadlines.
4. Compile budget requests from all departments, develop an annual operating budget, and monitor budget variances to ensure that the College's financial goals are met.
5. Ensure excellence in service to students, faculty, staff, and the community, emphasizing credibility, timeliness, accuracy, and fairness.

## Called to Lead

### Mission and Major Functions

#### Mission Statement

The overall mission of *Called to Lead* is to empower students, faculty, and staff to clarify vocational calling and discover individual leadership strengths that will allow them to practice visionary servant leadership in support of the College's motto Educate for Service. Specifically, *Called to Lead* facilitates students' integrative learning and development in the areas of vocation, life calling, interdisciplinary engagement, leadership theory and practice, and ethical and purposeful life work [1]. *Called to Lead* events and programs utilize a diverse array of leadership theories and models, and at the same time, focus on two leadership theories that most resonate with the College's mission and motto: Servant Leadership theory and the Social Change model.

#### Functions of the Unit

1. Provide educational programming related to vocation, life calling, interdisciplinary engagement, leadership theory and practice, and ethical and purposeful life work
2. Facilitate an effective and meaningful mentoring program for students
3. Document and assess student learning and progress through the program
4. Document alumni outcomes
5. Develop and continuously improve programs and services in response to the changing needs of students served and evolving institutional priorities
6. Maintain a network of internal and external constituents who are resources in the areas of vocation, life calling, interdisciplinary engagement, leadership theory and practice, and ethical and purposeful life work



## Campus Security

### Mission and Major Functions

#### Mission Statement

The Elizabethtown College Campus Security Department's mission is to foster a safe and secure environment, which supports the College's motto of "Educate for Service," while encouraging moral and intellectual growth. Campus Security achieves this by promoting safety through educational programming, and working with other departments and members of the Campus Community to maintain a safe environment which nurtures learning and intellectual growth.

#### Functions of the Unit

1. Maintain a Safe and Secure Campus Environment
2. Foster a positive relationship between Campus Security and Students
3. Promote Campus Security/Safety Awareness
4. Notify the Campus Community of Annual Statistics as well as Immediate Threats
5. Maintain an active relationship with the Elizabethtown Borough Community and external agencies at all levels, including the Elizabethtown Police Department and Borough Officials

## Campus Services

### Mission and Major Functions

#### Mission Statement

Campus services is a multi-functional unit of service providers dedicated to exceed customer expectations through responsible, responsive, accurate and cost effective Mail, Print, and procurement services that meet the needs of the students, faculty and staff.

#### Functions of the Unit

1. **Procurement Services:** Serve the campus community in the convenient and economic selection, acquisition, and utilization of quality goods, supplies and services through the integration of policies and procedures, approved buying methods, and approved payment processes to reflect the procurement cycle.
2. **Administer the Purchasing Card (PCard) Program:** Manage and support the distributed credit card program to provide a convenient and efficient method to procure and pay for business related purchases.
3. **Mail Services:** Provide the campus community with timely, cost effective and accurate handling, distribution and processing of mail and delivery services.
4. **Print Services:** Promote, enhance and provide quality printing, finishing, paper and shredding services that support the operation of the college and contribute to the scholarly activities of students and faculty.

## Career Services

### Mission and Major Functions

#### Mission Statement

Career Services assists students and alumni as they explore, evaluate, and implement career, educational, and post-graduate plans in keeping with their values, skills, interests, and understanding of personal purpose. We accomplish this through the following functions:

#### Functions of the Unit

1. Coach students to clarify interests, skills, values, and purpose through programs, experiential activities and/or individual assistance.
2. Collaborate with students to develop career and educational plans and the strategies needed to achieve their goals.
3. Facilitate networking and experiential opportunities with parents, alumni, employers and members of the Elizabethtown College Community to aid students in career decision making and to enable students to develop the professional skills needed to compete in a global marketplace.
4. Serve as an institutional resource to assist departments in cultivating career development programs for students.
5. Implement best practices related to student and alumni career development, career trends, and employer demands, opportunities for experiential education and services designed to meet the needs of a diverse population

## Center for Community and Civic Engagement

### Mission and Major Functions

#### Mission Statement

Based on our belief that learning is most noble when used to benefit others the Center for Community and Civic Engagement fosters opportunities for meaningful and reciprocal relationships between Elizabethtown College and the community.

#### Functions of the Unit

1. Support faculty to integrate service-learning and community-based research into the curriculum.
2. Support the College's strategic effort to offer community-based learning experiences to all students.

## Center for Global Understanding and Peacemaking

### Mission and Major Functions

#### Mission Statement

The Center for Global Understanding and Peacemaking (CGUP) is closely aligned with several of the college's stated goals. The Center for Global Citizenship develops and facilitates programs advancing global understanding, international engagement and non-violent conflict transformation. Its mission is to create opportunities for students, faculty, and staff to develop a sense of responsibility as citizens of the world who are knowledgeable about global issues, empathetic towards people of other cultures and nationalities, and committed to the values of peace, human dignity, and social justice.

#### Functions of the Unit

1. Support and promote the Asian Studies, International Studies, and Peace and Conflict Studies minors through budgetary oversight and coordination.
2. Support and promote the incorporation of international and peacemaking topics across the curriculum.
3. Support and promote co-curricular programs that foster intercultural understanding and peacemaking.
4. Promote collaboration both internally as well as externally that promotes intercultural understanding and peacemaking.

## College Store

### Mission and Major Functions

#### Mission Statement

The mission of the College Store is to support Elizabethtown College by providing essential educational resources to help our students succeed in the classroom. Further, in supporting the College, both academically and financially, we provide exceptional, personalized customer service to our students, faculty/staff, alumni and visitors, through both our campus and online stores.

#### Functions of the Unit

1. Provide all course related materials and supplies for students, staff and faculty, including but not limited to: Textbooks, course packets, textbook rentals, electronic book codes, study guides, books for author signings, art and school supplies and computer and electronic supplies.
2. Purchase, display and market Elizabethtown College brand clothing and merchandise in store and online by negotiating with vendors to ensure the procurement of high-quality merchandise at the best possible prices.
3. Support faculty and students in obtaining academic regalia and accessories for commencement and convocation.
4. Financially support the mission and goals of Elizabethtown College, by meeting our projected operating margin (profit) as established in the annual operating budget.

## Office of the Dean of Students

### Mission and Major Functions

#### Mission Statement

The Office of the Dean of Students provides strategic leadership and resources for student learning and development in the co-curriculum in alignment with institutional mission, values and learning goals. The Office of the Dean of Students promotes student wellbeing and personal growth, advocates for an accessible, welcoming and safe living-learning environment, and leads the 24/7 critical incident response team for the residential campus. The Office of the Dean of Students is the advisor to Student Senate and the administrative liaison to the Student Affairs Committee of the Board of Trustees.

#### Functions of the Unit

1. Review program effectiveness, student satisfaction and student learning outcomes within the division according to established institutional learning goals, departmental missions and functions, and guidelines for professional practice outlined by the Council for the Advancement of Standards in Higher Education(CAS). The Student Life division includes Athletics, Academic Advising, Called to Lead, Campus Security, Career Development, Chaplain and Religious Life, Disability Services, International Student Services, Learning Services, Multicultural Programs, Prestigious Scholarships and Grants, Residence Life, Student Activities and Campus Recreation, Student Rights & Responsibilities, and Student Wellness.
2. Appoint, appraise and invest in departmental leaders to accomplish stated missions.
3. Prioritize divisional operating, strategic investments and personnel requests to advance institutional goals and respond to student needs.
4. Collaborate with senior leaders to identify and advance strategic initiatives.
5. Ensure compliance with federal and state mandates in all areas of Student Life.
6. Cultivate a welcoming and safe campus climate.
7. Advance institutional goals for student retention and success.
8. Ensure a fair and timely student conduct process.
9. Review and revise the Student Handbook and contribute to institutional policy and protocol development.
10. Provide a timely response to requests for information about students from faculty, staff, parents and external agencies according to FERPA guidelines.
11. Serve as spokesperson for the College on student life issues.

## Dining Services

### Mission and Major Functions

#### Mission Statement

The mission of the Dining Services Department of Elizabethtown College is to provide nutritious culinary options and high quality services and experiences while enhancing the educational opportunities for the students, campus and community through committed, professional teamwork and fiscal responsibility.

#### Functions of the Unit

1. Generate a contribution margin in excess of \$2 million dollars annually
2. Purchase food and services in a fiscally responsible manner
3. Prepare and provide nutritious and high quality culinary options and experiences for students and the campus community
4. Enhance the community experience for students by providing on campus employment and opportunities for students to gain management experience by taking on supervisory roles
5. Provide a safe culinary experience for customers by complying with current government mandated food safety regulations and periodic inspections of all dining operations



## Disability Services

### Mission and Major Functions

#### Mission Statement

Our mission is providing equal access for students to all courses, programs, services, and activities for with documented disabilities. Disability Services works with all academic offices and campus departments in order to facilitate the inclusion and full participation of students with disabilities.

#### Functions of the Unit

1. **Administration:** Responsibilities related to the administration or management of the office serving students with disabilities.
2. **Direct Service:** Providing services directly to students or acting on behalf of students with members of the campus community or outside agencies.
3. **Consultation/Collaboration:** Working with campus or community personnel and agencies regarding students with disabilities or disability issues
4. **Professional Development:** Maintaining up-to-date professional knowledge and skill

## Financial Aid Office

### Mission and Major Functions

#### Mission Statement

The role of the Financial Aid Office (FAO) is to administer and monitor all elements of financial aid at Elizabethtown College for prospective and returning students pursuing undergraduate or graduate studies at both the traditional day program and the School for Continuing and Professional Studies; providing this service in methods that are consistent with federal and state regulatory requirements, as well as the policies, goals and mission of the College.

#### Functions of the Unit

1. Adhere to the five-year enrollment plan.
2. Process financial aid application materials for prospective and current students pursuing undergraduate and graduate studies in both the traditional and SCPS programs.
3. Administer federal, state, private and institutional financial aid funds from merit and need-based resources according to applicable governmental and institutional policies and regulations.
4. Communicate financial aid information to appropriate audiences, both in counseling prospective and returning students and families regarding all aspects of the financial aid process and in sharing policies and data with colleagues and government aid program staff.
5. Plan, execute and evaluate Financial Aid Office strategies toward meeting enrollment goals (new and returning) of the College.
6. Collect, evaluate and submit financial aid program data to appropriate internal and external audiences.

## High Library

### Mission and Major Functions

#### Mission Statement

The High Library partners with Elizabethtown College students, faculty, and staff to promote learning and discovery as we educate for service. The library stimulates, inspires and engages our community by offering resources (physical and virtual) and support for creative and critical inquiry.

#### Functions of the Unit

1. Develops and supports information-literate learners to discover information in all formats and use needed information.
2. Provides access to collections of sufficient quality, depth, diversity, format and currency to support the research and teaching mission of the institution.
3. Provides diverse users with an intellectual commons where they can interact with ideas in both physical and virtual environments to expand learning and facilitate the creation of new knowledge.
4. Engages the campus and broader community through multiple strategies in order to advocate, educate, and promote the value of its resources and services.

## Honors Program

### Mission and Major Functions

#### Mission Statement

The Honors Program's mission is to provide enhanced learning opportunities with high standards for students who have exhibited superior academic abilities, intellectual promise, leadership potential, and commitment to service.

#### Functions of the Unit

1. Recruit students to the program with exceptional high school records and potential to succeed at a high level at the college and after graduation.
2. Maintain detailed records of all honors students.
3. Encourage interdisciplinary work through providing honors courses in the core curriculum, department majors and minors, and free electives.
4. Assess student learning in the honors program.
5. Provide students with strong academic advising and support throughout their college careers for study abroad, prestigious fellowships and scholarships, graduate and professional school, and post-graduate service opportunities such as Peace Corps, Brethren Volunteer Service, and Teach for America.

## Human Resources Office

### Mission and Major Functions

#### Mission Statement

The Human Resources Office is committed to taking a strategic role in supporting the mission of the College by creating a qualified, highly productive, and diverse workforce. The team in Human Resources and Payroll seeks to accomplish its mission by developing and delivering innovative human resources programs and payroll services, and by fairly and equitably administering the College's policies, procedures, and benefits.

#### Functions of the Unit

1. **Employment Compliance/Safety:** Ensure there is effective management of risk and regulatory compliance and implement best practices.
2. **Payroll:** Ensure pay processes and practices comply with legislative guidelines and provide effective implementation of payroll.
3. **Classification/Compensation:** Assure fair and consistent classification and compensation practices.
4. **Benefits:** Ensure that equitable and consistent benefit policies are followed and that benefits meet the employee needs.
5. **Diversity and Recruitment/Immigration:** Attract, retain, and motivate a work force whose diversity and skills contribute to and sustain the College's mission.
6. **Training and Development:** Offer training opportunities for administrators and staff to enhance their expertise and effectiveness. Ensure effective training meeting regulatory compliance.

## Office of Institutional Research

### Mission and Major Functions

#### Mission Statement

The Office of Institutional Research serves as a reliable resource of information about the Institution and is an integral part of successful planning and decision-making at all levels. Through collecting, analyzing, interpreting, and disseminating relevant, objective and accurate information, Institutional Research seeks to promote institutional effectiveness.

#### Functions of the Unit

1. Provide accurate and useful analysis and reports to support campus needs and decision making.
2. Collect, summarize, and disseminate campus data to external constituents including federal and state agencies, accrediting bodies, consortia, and other appropriate organizations or groups.

## Office of International Student Services

### Mission and Major Functions

#### Mission Statement

The Office of International Student Services at Elizabethtown College is a multi-function unit with the primary mission to provide immigration advising and guidance to F-1, J-1 and all other non-US citizens from over 30 countries worldwide. OISS is also charged with ensuring federal compliance related to immigration statuses and mobility needs and aims to help make the experience of crossing international borders as easy and smooth as possible.

#### Functions of the Unit

1. Provide comprehensive advising and guidance to all F-1, J-1 and other non-US citizens at Elizabethtown College on matters pertaining to immigration, status, academics, career planning and acculturation
2. Maintain secure and current records on all F-1 and J-1 students for three years beyond program completion date
3. Ensure Elizabethtown College is in compliance with the U.S. Federal Government/Department of Homeland Security regulations pertaining to international student enrollment, employment, status, etc.
4. Engage in interdepartmental collaboration to sponsor and co-sponsor specialized programs and events on campus to promote co-curricular internationalization and inclusive excellence
5. Provide cultural adjustment resources to all international students, including pre-arrival and orientation services, the New International Student Seminar for all first-semester students, and utilizing the International Leadership Team as orientation assistants
6. Administer or conduct workshops on matters pertaining to Federal and State income tax, international student employment, Social Security Administration, OPT, CPT and H1-B, and PennDot that are specific to the needs of students with non-resident alien status.

## Instructional Technology Services (ITS)

### Mission and Major Functions

#### Mission Statement

The mission of the ITS department is to provide a wide array of educational and administrative technologies and support services that enable members of the campus community to perform their functions efficiently and effectively.

#### Functions of the Unit

1. Provide a reliable and solid foundation for all Information technology systems. Bring new innovative systems online and make them work reliably while keeping existing systems stable and functional.
2. Plan, develop, implement, integrate and maintain information management systems that support the functions of the college.
3. Manage the ITS Help Desk, as the primary point of contact for ITS, and coordinate support between technology users and the department. Support end user devices, software, and classroom technology by providing issue resolution and maintenance.
4. Develop training materials and workshops and provide one-to-one consulting to assist faculty, staff and students with campus technologies.



## Learning Services

### Mission and Major Functions

#### Mission Statement

Our mission is to help students be academically successful. We offer tutoring for writing and academic courses as well as assistance with study skills and time management.

#### Functions of the Unit

1. **Administration:** Responsibilities related to the administration or management of the office handling course tutor and writing tutor appointments.
2. **Direct Service:** Providing services directly to students seeking help related to academic functioning.
3. **Consultation/Collaboration:** providing outreach to faculty and various student populations.
4. **Professional Development:** Responsible for providing professional development for staff (coordinators and tutors).

## Office of Marketing and Communications

### Mission and Major Functions

#### Mission Statement

The Office of Marketing and Communications (OMC) manages and provides functional support for all aspects of the College's identity including institutional brand messaging (both visual and written), marketing plan development and implementation, and internal and external communication support.

#### Functions of the Unit

1. Management of the College's brand and graphic standards, including monitoring and providing permissions and standards of use
2. Development and implementation of institutional, department-level and program-focused marketing plans
3. Writing, design and creation of cross-platform communication pieces including production of College magazine
4. Management of College website, including design, content development, and monitoring/measuring effectiveness
5. Oversight and tracking of College's social media efforts
6. Creation and distribution of all on- and off-campus communication including crisis communication management
7. Management of media relationships
8. Videography and photography management, including oversight of the College's Flickr account
9. Oversight of all athletic communication support

## Prestigious Scholarships and Fellowships

### Mission and Major Functions

#### Mission Statement

Prestigious Scholarships and Fellowships works to enable students to produce applications for nationally competitive scholarships and fellowships that best reflect their experience, goals, and future direction. More specifically, Prestigious Scholarships and Fellowships identifies potential applicants, advises and mentors students preparing applications, and develops future applicants. This work is guided by the professional fellowship advising values identified by the National Association of Fellowship Advisors, of integrity, collaboration, respect, and fairness, and by the mission of Elizabethtown College.

#### Functions of the Unit

1. Identify potential scholarship and fellowship applicants with the assistance of faculty and staff and work with identified students to find relevant scholarships and fellowships for application.
2. Advise and mentor students in order to facilitate the completion of competitive scholarship and fellowship applications.
3. Develop future applicants in order to strengthen their competitiveness for prestigious scholarships and fellowships.
4. Network with faculty and staff, foundation representatives, and scholarship advising colleagues to build program capacity and remain current with best practices in the field.
5. Continue to develop programming in order to meet student needs and college priorities while meeting expectations of scholarship and fellowship granting foundations.

## Office of the Provost and Senior Vice President

### Mission and Major Functions

#### Mission Statement

Office of the Provost and Senior Vice President provides strategic leadership and oversight of the College's educational programs, leads the strategic planning process and other institutional planning activities, including facilities and hiring and compensation, determines institutional policy and budget allocation, in collaboration with other senior administrators and the President, manages the College's accreditations, and represents the College at campus and community events. The Office of the Provost and Senior Vice President manages all faculty appointments and, in consultation with Professional Standards Committee, the tenure and review process. The Office also provides direction and oversight to the High Library, Information Technology Services, the Center for Global Understanding and Peacemaking, the Center for Community and Civic Engagement, The Young Center for Pietist and Anabaptist Studies, the Office of Sponsored Research and Programs, the Office of Diversity, and the Honors Program. The Office of the Provost and Senior Vice President is the administrative liaison with the Executive Council and Personnel Council of the Faculty Assembly and staffs the Academic Affairs Committee of the Board of Trustees.

#### Functions of the Unit

1. Provide effective oversight and strategic leadership to the College's educational programs and operations supporting those programs.
2. Lead strategic planning processes and other institutional planning activities, including facilities, and hiring and compensation, to ensure institutional strength and effective allocation of resources.
3. Determine institutional policy, procedures, and budget allocations, in collaboration with other senior administrators and the President
4. Appointment and tenure and promotion of faculty
5. Manage of the College's accreditation by Middle States Commission on Higher Education and support other specialized accreditation processes.
6. Represent the College at campus and community events
7. Serve as liaison to the Faculty Executive and Personnel councils of the Faculty Assembly

## Registration and Records Office

### Mission and Major Functions

#### Mission Statement

The Registration and Records Office (RRO) plays a key role in supporting the mission and goals of Elizabethtown College. The work of RRO helps ensure that the Elizabethtown College degree has integrity and is a source of pride for all who earn it. The primary mission of RRO is to accurately and securely maintain and certify College records of students, courses, and degrees. In addition, RRO provides leadership in interpreting and applying the academic policies and requirements adopted through faculty governance.

#### Functions of the Unit

1. Maintain permanent and secure academic records for all former and current students, provide timely transcripts and other academic records upon request, and ensure full compliance with AACRAO and FERPA guidelines.
2. Support student progress toward timely degree completion and assist advisors in effectively monitoring students' progress.
3. Manage course scheduling and registration to efficiently offer courses, effectively use resources, and optimize student progression toward degree completion.
4. Manage review of all courses submitted for transfer to maintain academic standards and ensure smooth articulation across institutions.
5. Produce an accurate and current annual College Catalog, as well as other official college publications pertaining to the RRO primary mission.

## Office of Religious Life

### Mission and Major Functions

#### Mission Statement

The Office of Religious Life identifies and serves the diverse spiritual needs of the Elizabethtown College community, including educating for literacy about religious and non-religious beliefs and worldviews, fostering interreligious understanding and action, and reinforcing the heritage and historic values of the Church of the Brethren.

#### Functions of the Unit

1. Advance multi-pronged initiatives related to religious and spiritual life, purposeful life work and ethical leadership.
2. Monitor student involvement, determine student learning outcomes, assess student learning and program effectiveness, and implement needed changes.
3. Conduct traditional and occasional worship services (Christmas Candlelight, Memorial Services), and offer prayers and/or serve as religious presence at specified campus events (e.g., Convocation, Baccalaureate, Commencement, etc.)
4. Maintain active relationships between the Chaplain's Office and the Religious Studies Department, and also between the College and the Church.
5. Cultivate an intentional climate for spirituality and religion on campus by facilitating the work of the Religious Life Committee, updating and upholding the campus Religious Life Policies (especially related to affiliate ministry staff and religious student clubs and groups); work collaboratively with other offices to protect individual and group rights to exercise their religious practices freely, promote tolerance and understanding, and respect privacy of religious preference.
6. Provide spiritual direction and pastoral care/counseling for students, faculty, and staff; refer students as appropriate to offices on campus and/or external agencies/services; participate with student life staff members in responding to crisis on campus.
7. Maintain active connections, as well as scholarly and professional participation with national and international professional campus chaplaincy organizations.

## Office of Residence Life

### Mission and Major Functions

#### Mission Statement

The Office of Residence Life promotes and maintains student living & learning environments by assessing and meeting students' needs, upholding the core values of the institution, and fostering community on campus and throughout the greater Elizabethtown area.

#### Functions of the Unit

1. Provide reasonably priced living facilities that are clean, well maintained, comfortable and which include contemporary safety features maintained by systematic operations
2. Provide residential areas that promote learning and development in the broadest sense, with an emphasis on academic success
3. Respond to the needs of residential students and other constituents in courteous, efficient, and effective manner
4. Provide support, outreach and crisis intervention to students of concern

## School of Continuing and Professional Studies

### Mission and Major Functions

#### Mission Statement

Elizabethtown College School of Continuing and Professional Studies seeks to extend the boundaries of the College's learning community to include a wider and more diverse population. The School expresses the values of the College's mission through a commitment to and advocacy of degree and non-degree academic programs for adult learners. In particular, the School embraces the values of human dignity and social justice by widening access to quality higher education for adults. In its programs and outreach, the School fosters a learner-centered academic culture that expresses the College's belief that learning is life-long and most noble when used to benefit others.

#### Functions of the Unit

1. Develop and administer all departmental learning programs and activities according to principles of academic quality, financial responsibility, and academic/ financial accountability.
2. Help lead, by responsible example, the Elizabethtown College Learning Community in successfully meeting the higher education challenges of the 21st century.
3. Expand access to the unique benefits of an Elizabethtown College education to new constituencies through innovative programming, formatting, and distance learning, thereby increasing the number of non-traditional learners in the College's learning community.
4. Support and advance the mission and core values of Elizabethtown College by increasing departmental revenues while controlling costs to increase net revenue at the disposal of the College.
5. Support and advance the mission and core values of Elizabethtown College and the Center by reinvesting a significant portion of increased revenues each year in research and development of new, innovative, and quality learning programs and activities within the department.
6. Maintain and advance the liberal arts core values of Elizabethtown College.
7. Educate and develop the regional workforce through relevant professional and liberal arts learning experiences that increase worker and employer productivity, and thus, to "educate for service."
8. Value and nurture in the Center's personnel the qualities necessary to meet these objectives and the qualities necessary for full, personal development.



## Office of Sponsored Research and Programs

### Mission and Major Functions

#### Mission Statement

The OSRP is a multi-function unit with the mission to promote, facilitate and oversee external sponsorship of research and programs at Elizabethtown College.

#### Functions of the Unit

1. Generate and facilitate grant and contract submissions that are competitive
2. Administer grants and contracts to ensure all services and products are delivered on time and projects are adequately supported across campus
3. Ensure compliance with external and internal sponsor requirements
4. Oversee SCARP to ensure participant satisfaction, student learning and financial efficiency
5. Oversee the IRB and protection of human subjects to maintain compliance with federal regulations while supporting Principal Investigators with efficient and effective services

## Office of Student Activities

### Mission and Major Functions

#### Mission Statement

The Office of Student Activities (OSA) strives to create an environment that calls for participation and involvement in the campus community, as well as develop students into campus leaders. Specifically, OSA is comprised of a network of students that provides programming for the student body.

#### Functions of the Unit

1. Offer and encourage student participation in student-led campus activities (social programming through S.W.E.E.T., fitness programming with E-fit, athletic and competition based activities with the Intramural program).
2. Enhance the mind, body and spirit of students by providing programs and facilities that are responsive to the physical, social, and recreational needs of the student body as they relate to fitness and wellness (SWEET, E-fit, Intramurals and The Body Shop).
3. Select, train, supervise and evaluate student employees on specific policies, procedures, best practices and expectations (fiscal responsibility/ stewardship, prevention and risk management, operating protocols and management functions).
4. Provide opportunities for students to develop leadership knowledge, skills and competencies for effective leadership, as well as create a working environment to practice leadership.

## Office of Student Rights and Responsibilities

### Mission and Major Functions

#### Mission Statement

The Elizabethtown College Office of Student Rights and Responsibilities upholds practices of a facilitative and fair nature, respecting individual rights while balancing these with community integrity, honesty, civility and safety. The Office holds the primary function in investigating and resolving alleged incidents of student misconduct. Further, our practitioners are dedicated to enriching the social learning experiences of students.

#### Functions of the Unit

1. Assess student sanction experience and learning
2. Ensure yearly professional development/training of Student Conduct Board members; particularly with a focus on VAWA, Title IX, Bias-Hate Crimes, Effective and Consistent Sanctioning Practices. Assessment Board member learning utilizing the Professional Development Questionnaire; Pre and Post-Tests
3. Produce an annual report of the number and types of violations; Assess for any area of substantial increase with recommendations towards efficiency and effectiveness of unit

## Student Wellness

### Mission and Major Functions

#### Mission Statement

Student Wellness supports student learning and personal success through an integrated delivery of high quality health and counseling services and educational outreach programs.

#### Functions of the Unit

- Provide high-quality individual and group counseling to full-time students at no additional charge and coordinate referrals to community providers as needed.
- Collaborate with other members of Student Life to respond 24/7 to students in crisis.
- Partner with Penn State Milton Hershey Medical Center in the delivery of high-quality medical services.
- Develop and facilitate engaging health promotion programs for students in response to student health and wellness needs.
- Support ongoing learning and skill development of student peer leaders and health educators.
- Regularly advise faculty and staff regarding students of concern.

## Study Abroad Office

### Mission and Major Functions

#### Mission Statement

The Study Abroad Office facilitates student participation in cultural immersion experiences that transform and enrich their Elizabethtown College experience. The Study Abroad Office assists all students in understanding their options and maximizing their learning opportunities before they depart, while abroad, and upon their return.

#### Functions of the Unit

1. Develop and administer intercultural education opportunities overseas and domestically that are safe, affordable, and academically challenging.
2. Provide comprehensive individual and group advising to students in the study abroad process (interested in studying abroad, applying to study abroad, currently abroad, and/or returned student).
3. Promote study abroad programs on campus to students and faculty to increase awareness and participation.
4. Integrate study abroad in campus curricula, programs, and activities.
5. Evaluate the programs, policies, and procedures of the Study Abroad Office so that they are competitive and meet national standards.

## The Young Center for Anabaptist and Pietist Studies

### Mission and Major Functions

#### Mission Statement

The Young Center embraces a threefold mission of research, teaching, and public interpretation of the Anabaptist and Pietist heritage and its contemporary expressions. Center faculty regularly teach courses on Anabaptist and Pietist studies in the undergraduate curriculum of the college. The Center investigates contemporary and historical expressions of Anabaptism and Pietism. The Center interprets the cultural and religious heritage of the religious communities that emerged from Anabaptism and Pietism through undergraduate courses, research, publications, exhibits, public lectures, workshops, and conferences.

#### Functions of the Unit

1. Conduct significant research on Anabaptist and Pietist groups that advances scholarship in the field
2. Support research of national distinction by building and maintaining a focused research collection on Anabaptist and Pietist groups, with concentration on the Amish
3. Support research that advances Anabaptist and Pietist studies by hosting scholars pursuing significant topics in the endowed fellows program
4. Accurately interpret Anabaptist and Pietist groups to the broader public through regular programs and lectures, exhibits and tours built on sound research
5. Engage Elizabethtown College students in courses of distinctive quality about Anabaptist and Pietist groups
6. Engage scholars, students and the broader public in meaningful research and findings in a yearly conference related to Anabaptist or Pietist groups, with one international conference devoted to the Amish at least every three years
7. Provide accurate, specialized statistical and interpretive data about the Amish and other Anabaptist and Pietist groups to journalists, researchers, students and media outlets