Chapter II
Administrative Organization

The President of the University

The President of the University is the Chief Executive Officer of the University, and has the authority to perform all acts necessary to carry out the purposes of the University in accordance with the policies and directives of the Board of Trustees. The President of the University shall keep the Trustees accurately informed of the affairs of the University, consult them on major decisions, submit to the Board of Trustees at its regular meeting in the fall, the names of the vice presidents, executive directors and members of the faculty for the current year, and at its annual meeting, the names of the graduates for that year.

The President of the University has the authority necessary to implement Board of Trustees’ policies and directives by administrative regulations and requirements in all areas affecting the orderly and efficient operation of the University. This includes general supervision of academic and support programs and employees, allocation of resources, and to re-delegate such authority as necessary to achieve these and other purposes necessarily implied by the duties and responsibilities of the Office of the President.

The role of President of the University is one of creative leadership and therefore not to be described by a detailed listing of the specific duties of that office. The President of the University shall authorize changes in curriculum and faculty and shall report the same at the next regular meeting of the Board of Trustees. The President of the University appoints executive administrators to assist in the functioning of the University.

There are five (5) administrators who report directly to the President of the University. These five executive administrators are:

1. Vice President for Academic Affairs
2. Vice President for Student Life
3. Vice President for Enrollment Management
4. Vice President for Institutional Advancement
5. Vice President for Business and Finance

1. Vice President for Academic Affairs

The Vice President for Academic Affairs is the Chief Academic Officer of the University and is directly responsible to the President of the University for all activities of the academic program. The Vice President for Academic Affairs is assisted by the Dean for Undergraduate Studies and the Dean for Graduate and Adult Studies. To facilitate the best communication, they are each responsible for certain areas of the academic
The persons who report to the Vice President for Academic Affairs are set forth below:

a. **The Dean for Undergraduate Studies** is responsible for Undergraduate Studies including academic standards, comprehensive advising and all academic matters pertaining to undergraduate students.

b. **The Dean for Adult & Graduate Studies** is responsible for all adult and graduate programs and faculty. The Dean serves on University committees that relate to graduate studies.

- **The Director of Timesaver Programs** is responsible for adult students and programs in the evening division. The director recruits students for the programs, advises the adult student until the student declares a major, and schedules the evening TimeSaver classes in conjunction with the academic departments. The Director reports directly to the Dean for Graduate and Adult Studies.

c. **The Director of General Education** is responsible for the General Education Program at the undergraduate level.

d. **The Department Chairs** assume general responsibility for the development and execution of departmental degree programs and for the development, implementation, and assessment of those programs and courses within a specific department. They are responsible for building strong teaching departments whose members reflect current knowledge of the discipline.

Department Chairs should have a comprehensive understanding of their academic discipline, and should be capable of performing the administrative functions described in the Appendix to this manual. Ordinarily, Department Chairs should hold an advanced degree in a department-related field.

Department Chairs are appointed by the President of the University in consultation with the members of the Department and the Vice President for Academic Affairs. Department Chairs are appointed for a period of three (3) years. There is no limit on the number of terms a Department Chair may serve.

Department Chairs can be relieved from administrative duties for just cause at any time during their tenure. The Vice President for Academic Affairs initiates the removal and may relieve the Department Chair of administrative duties after the Department Chair has had an opportunity to respond to the complaints. An adverse decision may be appealed by the Department Chair using the grievance procedures set forth in Chapter IV, Section XIV of this policy manual.

e. **The Division Chairs** assume responsibility for convening divisional meetings and setting agendas. Academic departments are organized into divisions to facilitate discussion on academic matters. Each Division Chair is responsible for: actively promoting the liberal arts mission of the University throughout the curriculum; facilitating dialogue among faculty members on common concerns and interests; and facilitating dialogue between faculty members and the University administration.
f. **The Registrar** is responsible for all academic records including degree audit and transcripts. The Registrar manages the confidential record information under University policy and FERPA regulations.

The Registrar keeps all records of credits, grades, requirements for degree and certificates. The Registrar shall make these available to administrators, faculty, and educational agencies as University policy requires. The Registrar is assisted by an Associate and Assistant Registrar.

g. **Director of Institutional Research** is responsible for the measurement, assessment and evaluation components of the University. Using accurate data the Director of Institutional Research provides information for reporting to various constituencies.

h. **Director of Assessment** is responsible for ongoing development of assessment in academic departments. The director serves as chair of the Assessment Committee and provides direction for planning faculty development assessment activities.

i. **The Faculty Members** are responsible for teaching, professional development, and service in the University community. They report directly to the Department Chairs as well as the Vice President for Academic Affairs. Faculty responsibilities are described in Chapter IV of this manual.

j. **Executive Director of Academic Technology** is responsible for planning, developing and managing the academic computing programs and services to advance the University's overall educational objectives. The Executive Director works closely with faculty, staff and students to advance innovative and effective use of technologies for teaching and learning.

- **The Director of the Library** is responsible for the academic library including development of the library resources, staffing, scheduling of library hours, and communication with the University community.

- **Director of Audio Visual Services** is responsible for staffing and operating the Audiovisual Center and its sub-centers, and for providing appropriate audiovisual equipment and support services to the University community.

- **Director of the Margaret Mann Academic Resource Center** is responsible for coordinating the services of the center with the Learning Center staff, including the Director of the Writing Center. The Director oversees and provides services that support student academic success at the university including documenting student accommodations.

- **The Director of the Writing Center** assumes responsibility for staffing and overseeing the writing support programs for the University community. The Director of the Writing Center reports to the Director of the Margaret Mann Academic Resource Center.
2. Vice President for Student Life

The Vice President for Student Life reports to the President of the University and is directly responsible for the coordination and over-all management of the following areas of the University: campus ministry, student activities, intercollegiate and intramural athletics, counseling, health services, residence halls, multi-cultural student services and career services.

The positions that report directly to the Vice President for Student Life include:

a. **The Director of Student Life** oversees the community development team including the residence life program, student activities and multicultural student services.

   The Director of Student Life develops a living environment designed to encourage the growth and development of students in a variety of academic as well as non-academic dimensions, and creates a sense of community while encouraging students to assume responsibility for and accept the ramifications of their own decisions.

   The director also provides on-going support to multicultural students including African-American, Asian-Americans, Hispanic-American, Native-American, international and English Language Program (ELP) students. The director is a campus resource for issues of cultural diversity and educational programming.

b. **The Director of Student Activities** is responsible for developing a comprehensive program of activities and events enhancing the overall education of students, student leadership development, orientation programs, commuter student advocacy, and management of the Student Activities Center. The Director of Student Activities reports to the Director of Student Life.

c. **The Director of Campus Ministry** is responsible for developing and encouraging the spiritual life of students, faculty and staff through programming and presence in accord with the mission of the University. The Director of Campus Ministry, the Chaplain and the Liturgist give direction to the creation of a Christian community through religious and liturgical experiences.

d. **The Director of Athletics** coordinates and supervises intercollegiate athletic programs, intramurals and recreational activities for men and women and ensures compliance with applicable University and NAIA regulations.

   - **The Director of Sports Information** is responsible for the dissemination of all relevant information on Clarke athletics to media, including media guides, event scores, event previews and summaries, and student-athlete hometown news releases. The director promotes athletic events to increase attendance and coverage of Crusader athletic events; assists in all athletic fundraising efforts and coordination of athletic booster club; assists the marketing of special events such as sports camps and Holiday Basketball Tournament, and updates scores, schedules, profiles and statistics of all the athletics section of the Clarke University website. The
Director of Sports Information reports to the Director of Athletics.

**e. The Director of Counseling and Career Services** provides leadership and oversight for counseling, career services and educational programming that meets the needs of students, serve as a resource for faculty and staff and assist in the prevention and management of crisis situations.

**f. The Director of Health Services** provides assistance to traditional-aged students in managing their current health care needs including nursing care, consultation, referrals and providing prevention information. The director of Health Services reports to the Director of the Counseling Center.

3. **Vice President for Enrollment Management**

The Vice President for Enrollment Management reports directly to the President, sits on the President’s Cabinet, and staffs the enrollment management committee of the Board. As the University’s strategic and policy leader on enrollment matters, the VP plays a central role in implementing the University’s strategic plan. The Vice President provides vision and leadership in the offices of Admissions, Marketing and Financial Aid.

The positions that report directly to the Vice President for Enrollment Management include:

- **a. The Assistant Directors of Admissions** is directly responsible to the Vice President for Enrollment Management for the design and implementation of a comprehensive recruitment plan and any other tasks deemed appropriate by the President of the University.

- **b. The Admissions Operations Manager** assumes responsibility for assigned admissions programs and assists in planning and strategizing for the recruitment effort. In addition, the Admissions Operations Manager supervises and trains staff.

- **c. The Admissions Representatives** represent Clarke University in various contexts in the process of enrolling new students.

- **d. The Director of Financial Aid** assumes responsibility for the administration of all financial aid programs at Clarke University. The Director administers all federal and state financial aid programs and carefully interprets financial aid regulations for the University.

- **- The Assistant Directors of Financial Aid** assists the director in awarding, verifying and processing financial aid for students in all programs of the university. The Assistant Director also coordinates and manages the student employment programs on campus.

- **b. The Executive Director of Marketing and Communication** oversees the marketing and communication functions of the university in order to promote a clear and consistent image of the institution to its various constituencies, both internal and external. Under the direction of the Vice President for Enrollment Management, the
Executive Director of Communication manages the daily operations of the Marketing and Communications Office. In consultation with the VP Enrollment Management, the executive director is responsible for planning, budgeting and supervision of all areas within the marketing and communication office.

- **The Director of Marketing** is responsible for the overall marketing, planning and strategy efforts of the University. The director works with various departments and offices to plan, schedule and develop marketing plans and materials. The director serves as the media buyer and works with the marketing and communications team to maintain the university image by ensuring consistency of message and graphical presentation in all printed and electronic materials.

- **The Director of Creative Services** serves as the University’s primary graphic design professional and oversees design of the University’s print and web projects while ensuring consistency across media. The Director plans and implements print and electronic marketing and communication campaigns, with primary emphasis on admissions, fundraising and retention.

4. **The Vice President for Institutional Advancement**

The Vice President for Institutional Advancement reports to the President of the University and is directly responsible to the President for all fundraising activities of the University including the annual funds, capital campaign, planned giving, alumni relations, corporate education, marketing, and any other tasks deemed appropriate by the President of the University.

The positions that report directly to the Vice President for Institutional Advancement include:

- **a. The Director of Development** is responsible for identifying, cultivating, and soliciting major and leadership annual fund gifts for the university. The Director also manages staff responsible for annual giving and alumni affairs.

- **- Alumni Relations Manager** assumes responsibility as the on-campus representative of all active University alumni and is assisted by the Alumni Board. The Director of Alumni Relations prepares and plans activities for and with Alumni. Bylaws of the Alumni Board and a current membership list are available in the Office of the Director of Alumni Relations.

- **- The Assistant Director of Development for Annual Funds** assumes responsibility for annual fundraising for the Clarke Fund, an operative fund, the Dubuque Area Campaign, and miscellaneous fund campaigns. The Director of Annual Funds works closely with the Development Council, a group of individuals from the professional and business sectors of Dubuque.

- **b. The Development Officer** is responsible for the identification, cultivation and solicitation of major gift prospects for the University. The Development Officer carries a portfolio of donors and prospective donors to successfully realize
significant contributions to the University on a regular basis.

c. **Director of Advancement Services** is responsible for the management of donor and constituent information, gift processing and receipting, data maintenance and integrity, comprehensive fundraising reporting, prospect management and research, and other assignments as deemed appropriate by the Vice President for Institutional Advancement.

- **Gift Data Specialist** is responsible for all procedures associated with gift recording, processing, and acknowledgment as well as projects assigned by the Director of Advancement Services related to data entry and data integrity.

5. **The Vice President for Business and Finance**

The Vice President for Business and Finance reports to the President of the University and is directly responsible for all financial operations of the University. The Vice President for Business and Finance coordinates the budget formulation process, formulates non-academic personnel policies and procedures, manages the physical plant and auxiliary enterprises, and performs any other tasks deemed appropriate by the President of the University.

The positions that report directly to the Vice President for Business and Finance include:

a. **The Director of Human Resources** oversees the administration of non-academic University personnel policies, supervises and manages the university payroll and serves as Affirmative Action Officer; manages employee benefit programs and is responsible for other duties assigned by the Vice President for Business and Finance. The Director is assisted by the Payroll and Benefits Manager.

b. **The Director of Dining Services** assumes responsibility for the food service operation, contract customers and special functions.

c. **The Director of the Bookstore and Post Office Services** provides services in the Bookstore and Mailroom for students, faculty members and staff.

d. **The Controller** is responsible for budget preparation and control and is the manager of the accounting and financial reporting systems.

- **The Director of Student Accounts** provides financial planning and counseling services to students and parents. The Director of Student Accounts administers all receivables and supervises the receipt and proper deposit and safekeeping of all University funds. This person reports to the Controller.

e. **The Director of Facilities Management** assumes overall responsibility for maintenance of the facilities and grounds including the general supervision of housekeeping and maintenance staff.

f. **The Director of Safety and Security** assumes the responsibility of providing safety and security duties to ensure a safe environment for the university.
community and visitors.

k. The Director of Conference and Event Services assumes the responsibility of coordinating the internal and external special events for the university.

l. The Director of Information Technology is responsible for the purchasing, updating, and management of all campus computer resources to support faculty, staff and student needs.