

2 ORGANIZATION, GOVERNANCE AND PLANNING

2.1 ORGANIZATION CHART

The governance and administrative functions and lines of authority are summarized in Figure 1, following page.

2.2 WALDORF LUTHERAN COLLEGE ASSOCIATION

2.2.1 Association Description

Waldorf College is owned by the Waldorf Lutheran College Association, and is affiliated with the Evangelical Lutheran Church in America (ELCA). The Waldorf Lutheran College Association, is composed of more than 200 Lutheran congregations in Iowa, Minnesota, Nebraska, and Wisconsin. Congregations apply for and are elected to membership at the annual meeting of the Association. The ELCA is a 5 1/2 million member denomination formed on January 1, 1988, by a merger of three Lutheran Church bodies. Prior to that time, Waldorf College was affiliated with The American Lutheran Church.

It is the responsibility of the Waldorf Lutheran College Association to elect a Board of Regents to oversee and establish policies governing the operation of the College. Upon election, the Board organizes itself to carry out this charge.

2.2.2 Restated Articles of Incorporation

The Restated Articles of Incorporation of the Waldorf Lutheran College Association are presented in Appendix A. They serve as the basic charter and guide for the College.

2.3 BOARD OF REGENTS

2.3.1 Composition and Role of the Board

The Board of Regents consists of up to twenty-four voting members. A list of the Board of Regents can be found in Appendix B. The College President, legal counsel, and a representative of the ELCA Division for College and University Services staff are non-voting and are advisory to the Board. Each member holds office for a six-year period with the possibility of being reelected. The composition of the Board is detailed in the Restated Articles of Incorporation as presented in Appendix A.

Figure 1 - Organizational Chart

The Board of Regents is the final decision maker in establishing and interpreting all policies of the College. The board also elects the President and evaluates the President's performance.

2.3.2 **Organization of the Board**

The Board of Regents is divided into five committees:

- Quality Committee
- Fiscal Integrity Committee
- Mission, Vision, and Planning Committee
- Executive Committee
- Nominating Committee

Each committee has a Chair and one or more College staff persons of corresponding responsibilities who serve an advisory role. The Chair of the Board is an ex officio member of all committees, and the President of the College is advisory to all committees. The Faculty Chair and an Alumni Board member are non-voting representatives to the Board. There are three non voting student representatives (one of whom shall be a first-year student, one shall be a second-year student, and one shall be a third or fourth-year student) selected by the Student Senate.

The Executive Committee of the Board consists of its Chair, the Chair of each committee, two members at-large, and the President of the College as advisory.

2.4 **COLLEGE ADMINISTRATION**

2.4.1 **President**

The President is elected by the College's Board of Regents. She/he is the chief executive officer, reports directly to the Board, and has ultimate responsibility for the operation of all aspects of the College in accordance with policy adopted by the Board.

Working cooperatively with the administrative officers whom she/he hires, faculty, students and various committees, the President is charged with leading the institution and developing the necessary data, long-range plans and strategic recommendations necessary for the Board to effectively govern the institution. Most important among the President's responsibilities is to carefully lead so as to "protect" the College from ill-considered or unwarranted distraction from its primary mission. As the principal spokesperson for the College, a significant amount of the President's time is devoted to marketing-related matters: the external constituencies of the College, support for the admission program, and the development of sufficient voluntary support (fund raising) to assure the fiscal health of the institution and achievement of its goals.

2.4.2 **Vice President of Academic Affairs and Dean of the College**

This position has specified institution-wide responsibilities outside Academic Affairs, as well as holding overall coordination and responsibility for all areas of Academic Affairs. Those institution-wide responsibilities include overall coordination of institution-wide program evaluation, campus-wide programs of student retention, staff development, and strategic planning. Within Academic Affairs, this position is directly responsible for curriculum development and evaluation; recruitment, hiring, orientation, and separation of faculty; faculty evaluation, promotion and tenure; faculty vitality; faculty professional development; faculty activities, and faculty loads. This position is responsible for all activities of the registration and advising offices; extended campuses; the library, AACE, academic computing, development of the College's telecommunications network, adult and continuing education, Bachelor degree programming, and summer school. Through the College's Athletic Director, this position is responsible for all aspects of intercollegiate athletics at Waldorf College. This officer serves as the senior executive when the president is absent from the campus.

2.4.2.1 **Associate Dean for Academic Affairs**

The Associate Dean for Academic Affairs will have category 5 faculty status. This position does not qualify for membership of Faculty Forum.

When an Associate Dean is chosen from the faculty, she/he is appointed by the current Academic Dean and serves for the period that the Dean decides is appropriate, or until the Associate Dean decides to return to teaching. The Associate Dean retains faculty status including tenure as a faculty member. At the discretion of the Rank & Tenure Committee, time served as an Associate Dean may be counted towards promotion and tenure (if applicable). Following the period of service, a tenured Associate Dean may choose to return to departmental teaching and other duties. A non-tenured Associate may only return to departmental teaching if there is need and with departmental approval.

2.4.3 **Dean of Students**

The Dean of Students and his/her staff are primarily responsible for developing, implementing, maintaining and evaluating the student life program on campus in a manner consistent with the philosophy and objectives of the College. This officer's responsibilities include:

- Supervising and evaluating international and minority student services, counseling, residential life, student social activities, student life, and health service programs.
- Coordinating the development and implementation of student conduct policies and regulations
- Advising student government
- Coordinating campus-wide scheduling of College events and facilities
- Collecting student retention and other student life statistics
- Directing the orientation and parent relations programs.

The Dean of Students also directs the Campus Center and provides for the scheduling of its facilities and special programs, as well as supervising the management of the College switchboard, student post office and recreation areas of Gatsby's Grill.

2.4.4 **Vice President of Admission and Marketing**

It is through the Admission Office that most students have their first contact with Waldorf College. Application forms, copies of the catalog and information about courses, costs, admission requirements, rooms and financial aid are available to prospective students by calling, visiting or writing the Admission Office. The Vice President of Admission and Marketing coordinates the development, operation and refinement of on-going student recruitment, selection and financial aid programs.

2.4.5 **Vice President of Financial Affairs/Treasurer**

The Vice President of Financial Affairs/Treasurer and his/her staff oversee and carry out all of the College's financial accounting functions, budget preparation and monitoring, purchasing, operation of the College's telephone system, personnel functions, insurance, investments, maintenance and repair of the College's grounds and facilities, book store operations, and administrative computing.

2.4.6 **Vice President of Advancement**

The Vice President of Advancement and his/her staff serve the external communities and publics of Waldorf College, and their dealings are primarily with constituencies outside of the College community. The Vice President for Advancement coordinates all of these functions. The basic functions served are planned giving, fund raising, public information, public relations, church relations, alumni relations, College promotion and annual fund.

2.5 **INSTITUTIONAL COMMITTEE STRUCTURE**

There are three categories of institutional standing committees. Two of these categories: (1) Faculty Standing Committees and (2) College Standing Committees have elected faculty members. The third category, (3) Administrative Standing Committees, may have faculty members serving, although not elected. There are also Permanent Task Forces that have elected faculty members and meet as-needed as well as various Advisory Groups which faculty members be appointed to on an as-needed basis. Members of the Faculty Senate take office at the beginning of the academic year. Current memberships of the committees are presented in Appendix C.

2.5.1 **Faculty Standing Committees**

The Faculty Standing Committees are comprised of faculty and staff members, and they deal with faculty and academic issues.

2.5.1.1 **Faculty Senate**

Membership

1. Vice President of Academic Affairs/ Dean of the College—Co-Chair (non-voting/except in the case of a tie)
2. Humanities Area - 2 senators –2-year terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
3. Professional Area – 2 senators – 2-year terms (voting)
 - a. Division of Business/Communication/CIS
 - b. Division of Education
4. Science Area – 2 senators – 2-year terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
5. Registrar (non-voting)
6. Library Director (non-voting)
 - A Senate Leader is elected from the division representatives and serves as co-chair.
 - Senators must be category 1 or 2 faculty members.
 - Refer to Section 3.1.4 for more information about the Faculty Senate.

2.5.1.2 **Rank and Tenure Committee**

A. Membership

1. Vice President of Academic Affairs/Dean of the College—Chair (non-voting)
2. Faculty Chair (voting)
3. Past Faculty Chair (voting)
4. Three full-time tenured faculty members with at least Associate Professor rank--3-year staggered terms (voting)

B. Responsibilities

1. Carries out the promotion and tenure process on the schedule outlined in the "Faculty Promotion and Awarding of Tenure" section of this handbook (3.4).
2. Considers information concerning those faculty members who apply and are found to be eligible for promotion and/or tenure, and makes recommendations to the Vice President for Academic Affairs/Dean of the College.
3. Considers requests for sabbatical leaves.
4. Participates in the non-reappointment, suspension or dismissal process as outlined in 3.13.
5. Participates in the Due Process and Grievance procedures outlined in Section 3.14.

C. Organization

1. Three members shall constitute a quorum.
2. The committee shall meet as often as necessary.

2.5.1.3 **Assessment Committee**

A. Membership

1. Vice President of Academic Affairs/Dean of the College (voting)
2. Dean of Students (voting)
3. Humanities Area - 2 faculty members –3 year staggered terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
4. Professional Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Business/Communication/CIS
 - b. Division of Education
5. Science Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
6. Registrar (non-voting)
7. Two students selected by committee—1-year term (non-voting)

B. Responsibilities

1. Implements the Assessment Plan.
2. Evaluates how well the objectives of the Plan are being met.
3. Makes recommendations for changes which will result in institutional improvement.
 - Academic recommendations from the Assessment Committee will go to the Faculty Senate.
 - Other recommendations will go to the Strategic Planning Committee.
 - Recommendations approved by the Faculty Senate are forwarded to the faculty for consideration and approval.
 - Recommendations approved by Strategic Planning go directly to the President.
 - Policy recommendations approved by the faculty and the President must be approved by the Board of Regents.
4. Monitors and evaluates the Plan.
 - The administrative responsibility for academic issues will be addressed by the Vice President for Academic Affairs/Dean of the College.
 - The Dean of Students will address the student development objectives.

2.5.1.4 **Core Curriculum Committee**

A. Membership

1. Assistant or Associate Academic Dean, Chair (voting)
2. Humanities Area - 2 faculty members –3 year staggered terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
3. Professional Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Business/Communication/CIS
 - b. Division of Education
4. Science Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
5. Registrar (non-voting)
6. Two students selected by the committee—1 year term (non-voting)

B. Responsibilities

1. Recommends new priorities and directions for the core curriculum to the divisions and to the Faculty Senate.
2. Initiates proposals (or receives proposals and recommends on them) for changes in the core curriculum (goals, objectives, adding or deleting courses). These are sent to the Divisions and to the Faculty Senate.
3. Monitors the achievement of the goals and objectives of the core curriculum and prepares an annual report to the Assessment Committee

2.5.2 **College Standing Committees**

The College Standing Committees are made up of administration, faculty, staff, and sometimes student members. The committees deal with academic and student issues.

2.5.2.1 **Admission and Academic Progress Committee**

A. Membership

1. Registrar—Chair (voting)
2. Director of the Academic Support Program (voting)
3. Vice President of Academic Affairs/Dean of the College (voting)
4. Vice President of Admission and Marketing (non-voting)
5. Dean of Students (non-voting)
6. Faculty member--3-year staggered term (voting)
7. Faculty member--3-year staggered term (voting)
8. Faculty member--3-year staggered term (voting)

B. Responsibilities

1. Reviews admission policy and guidelines and makes recommendations to the faculty regarding admission policy, which also must be submitted to the President and Board of Regents. This should be done before the April board meeting.

2. Reviews and makes recommendations on academic progress of all present low-performing students. Normal progress standards can be found in the Academic Policies section of the Waldorf College Catalog.

C. Admission Procedure

The admission procedure is determined by the faculty. For the current procedure, see Appendix J.

2.5.2.2 **Athletic Committee**

A. Membership

1. Athletic Director—Chair (voting)
2. Vice President of Academic Affairs/Dean of the College (voting)
3. Faculty member—3-year staggered term (voting)
4. Faculty member—3-year staggered term (voting)
5. Faculty member—3-year staggered term (voting)
6. Student selected by the committee—female (voting)
7. Student selected by the committee—male (voting)
8. All coaches (non-voting)

B. Responsibilities

1. Provides and promotes an athletic program which is in harmony with the philosophy and goals of Waldorf College and the rules of the National Junior College Athletic Association.
2. Considers the financial implications of the athletic program.
3. Oversees scheduling procedures and guidelines.
4. Develops and recommends operational policies to the Athletic Director.
5. Is appraised of the Waldorf grants made in the athletic program.
6. Oversees facility usage.

C. Organization

1. All coaches are considered advisory.
2. A quorum will be three faculty/staff members.
3. The committee will meet as needed.

2.5.3 **Administrative Standing Committees**

Faculty and staff members may serve by appointment on these committees.

2.5.3.1 **President's Council**

A. Membership

1. President of the College—Chair
2. Dean of Students
3. Vice President of Admissions & Marketing
4. Vice President of Academic Affairs/Dean of the College
5. Vice President of Advancement
6. Vice President of Financial Affairs
7. Faculty Chair

8. Director of Human Resources
9. Assistant to the President

B. Responsibilities

1. Advise the President.
2. Implement budgets approved by the Board of Regents.
3. Implement strategic plans approved by the Strategic Planning Task Force and the Board of Regents.
4. Present proposed action items to the Strategic Planning Task Force and other institutional committees.
5. Insure that the major functional areas of the College are reinforcing and supplementing one another, and not operating at cross purposes.
6. Improve campus-wide communication between all levels.
7. Serve as a liaison for the Board of Regents.

C. Organization

1. Normally meets weekly.
2. Assistant to the President serves as secretary to the council.
3. Other members of the campus community may be brought in for discussion and information on specific topics.

2.5.3.2 **Campus Planning Committee**

A. Membership

1. President (voting)
2. Vice President of Academic Affairs and Dean of the College (voting)
3. Vice President of Advancement (voting)
4. Vice President of Financial Affairs (voting)
5. Director of Maintenance (voting)
6. Two students selected by the committee—1-year term (voting)
7. Other members of the campus community as needed on a one-year basis (non-voting)

B. Responsibilities

1. To keep informed about current studies related to College development being conducted by other faculty committees.
2. To seek to improve the short- and long-range utilization of campus facilities.
3. To undertake both short- and long-range planning of campus and facility needs.

C. Organization

1. The members shall elect a Chair and a secretary each year.
2. The committee will meet upon call by the Chair or any member of the committee, with the first meeting held no later than November 1 of each year.
3. Three faculty or staff members shall constitute a quorum.

2.5.4 **Permanent Task Forces**

2.5.4.1 **Harassment Resolution Panel**

A. Membership (All members are voting.)

1. Faculty member, male—3-year staggered term
2. Faculty member, female—3-year staggered term
3. Faculty member, 3-year staggered term
4. Staff member, male—3-year staggered term
5. Staff member, female—3-year staggered term

B. Responsibilities

1. Hear harassment cases and render judgment as to the guilt or innocence of the accused.
2. In the event of a guilty verdict, the panel will determine appropriate consequences.
3. Committee members shall receive annual training in the area of harassment resolution at the College's expense.

C. Organization

1. The Chair shall be elected from the committee members
2. Nominations for committee membership shall come from the Faculty Senate, and the President shall appoint members to the committee initially.
3. Vacancies shall be filled by nomination from the Faculty Senate upon the approval of the vote of the full faculty or staff as appropriate.

2.5.4.2 **Strategic Planning Task Force**

A. Membership (All members are voting.)

1. President—chair
2. Vice President of Academic Affairs/Dean of the College
3. Vice President of Business Affairs
4. Dean of Students
5. Faculty Chair
6. Special Assistant to the President
7. Faculty member—at large—3-year staggered term
8. Faculty member—at large—3-year staggered term
9. Faculty Senate member
10. Staff Representative—3-year term elected by the staff
11. Board of Regents representative
12. Student representative

B. Responsibilities

Develop strategic and long-range plans for the College for review by the President, Board of Regents and/or Faculty.

- Directs the development of institutional research necessary for planning.
- Annually considers threats and opportunities.
- Develops strategic initiatives for consideration which will advance the College in achievement of its mission.

C. Organization

1. The President of the College serves as Chair.
2. Assistant to the President serves as secretary.
3. A quorum consists of six members, at least two of whom are faculty.
4. The committee meets upon the call of the President, usually once a month.

2.5.5 **Advisory Groups**

These groups may have faculty members appointed to them and meet on an as-needed basis. The individual in charge of the group may request faculty member representation. The Faculty Senate will approve these requests to ensure that faculty resources are not overcommitted.

Campus Hearing Board

Appointed by Dean of Students

Campus Ministry

Appointed by Campus Pastor

Global Issues

Appointed by Dean of Students, VP of Academic Affairs, International & Minority advisors

Technology

Appointed by VP of Academic Affairs, VP of Business Affairs, IT Director

Library

Appointed by Library Director

Scholarship (Honors Day)

VP of Academic Affairs, VP of Enrollment Mgmt., Financial Aid Director

Institutional Research Board

A. Membership

1. Vice President for Academic Affairs/Dean of the College, Chair
2. Faculty member
3. Faculty member
4. Member at-large—faculty or administrator

B. Responsibilities

1. Review research proposals and instruments developed by members of the Waldorf community to control for quality and appropriateness of the research.
2. Ensure that the federal government's requirement to protect human and animal subjects is satisfied. (See 3.9.10)

C. Organization

1. The faculty members shall be appointed by the Vice President for Academic Affairs/Dean of the College.
2. The member at-large shall be appointed by the Vice President for Academic Affairs/Dean of the College.

3. The board meets as needed.
4. The board shall seek additional expertise where necessary to evaluate a particular project.

D. Procedures

1. All faculty, students, staff, and administrators should submit their research of human and animal subjects to the Institutional Research Board for review.
2. Faculty members who have students in their classes or are supervising independent study projects involving research with human and animal subjects are responsible for seeing that these student projects are approved by this board.
3. All research proposals seeking external funding must be approved by this board prior to formal submission.

2.6 **STRATEGIC PLANNING SYSTEM**

2.6.1 **Planning Process**

There are two primary institutional-wide planning committees, the President's Council and the Strategic Planning Task Force. Other committees initiate, discuss, and develop strategic initiatives and plans also, but their focus is limited to functional areas within the College. Furthermore, when it is perceived that their proposals and plans will involve expenditure of funds or affect other areas of the College, those proposals and plans must be reviewed and discussed by the President's Council. The President's Council and Strategic Planning Task Force routinely solicit and encourage ideas and concerns from individuals and groups throughout the faculty and staff, including other committees.

A two-day strategic planning retreat is held each summer, in May or June. Before starting to develop and consider strategic initiatives for the coming year(s), the task force: reviews the previous years in depth (including the planning process and its results); examines various institutional data and discusses possible implications of the past year's planning assumptions; reviews and modifies as appropriate, and examines in depth, the strategic initiatives formulated the previous year; and formulates the strategic plan for the coming year(s).

The President's Council devotes much of its attention to non-strategic matters and to implementation. The Strategic Planning Task Force meets monthly. Both groups are advisory to the President.

Each administrative area is charged with collecting planning data for the committee on an on-going basis. In addition, as certain needs for data arise, special studies are sometimes commissioned for a particular administrative unit.

2.6.2. **Institutional Planning Assumptions**

The current planning assumptions, formulated by the Strategic Planning Committee are located in Appendix D.

2.7 **AMENDMENT POLICY**

The Faculty Handbook may be amended to reflect responses to changing circumstances. Sections 1.0 through 2.4.6 may only be changed by the Board of Regents or the Waldorf Lutheran College Association.

Changes in Sections 2.5 through 3.14 may be initiated by any member of the faculty, administration, or Board of Regents.

The proposed language shall be presented to the Faculty Senate who may recommend approval of the proposed change, modify the proposed change, or reject the proposed change.

Those changes which are positively endorsed by the Faculty Senate shall be presented to the faculty for vote. Notice of the proposed amendment shall be sent to all faculty at least two weeks before the faculty meeting at which the vote is scheduled. The amendment must receive a two-thirds majority vote of the full faculty to pass.

Proposals that pass the faculty will be presented to the Board of Regents who may approve or reject the proposed amendment. If the Board chooses to modify the amendment it shall return to the faculty for reconsideration and vote.

Each August at the faculty retreat, the Academic Affairs Office shall announce the replacement pages that can be printed from the website reflecting amendments passed during the previous academic year.