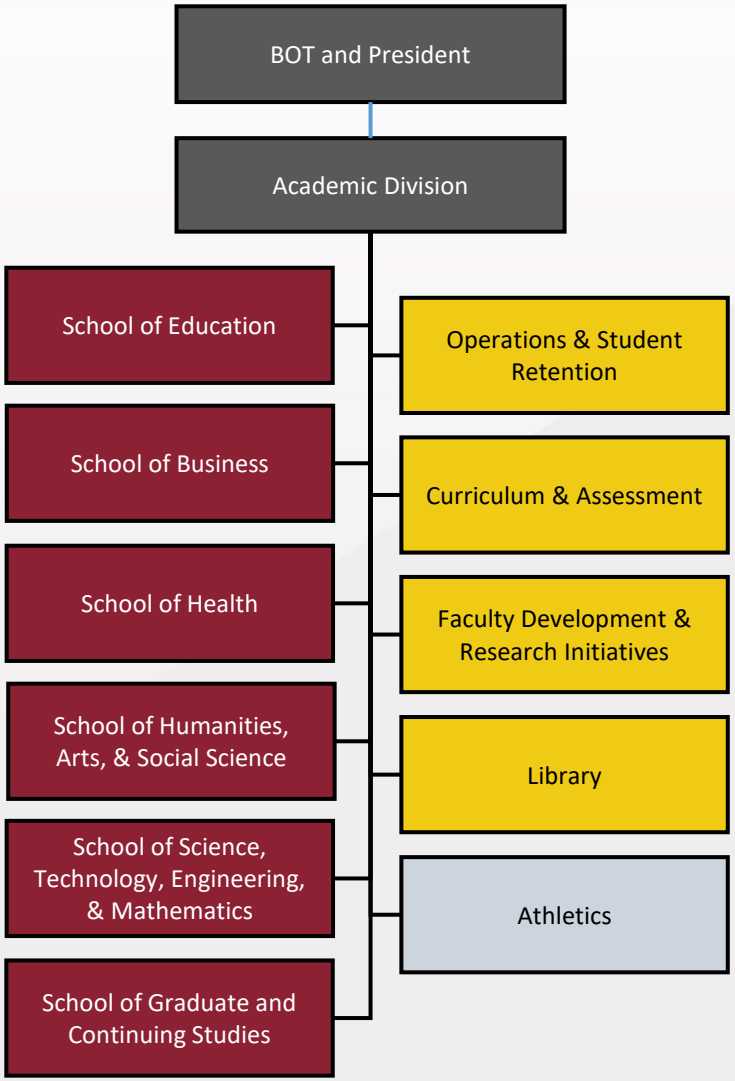
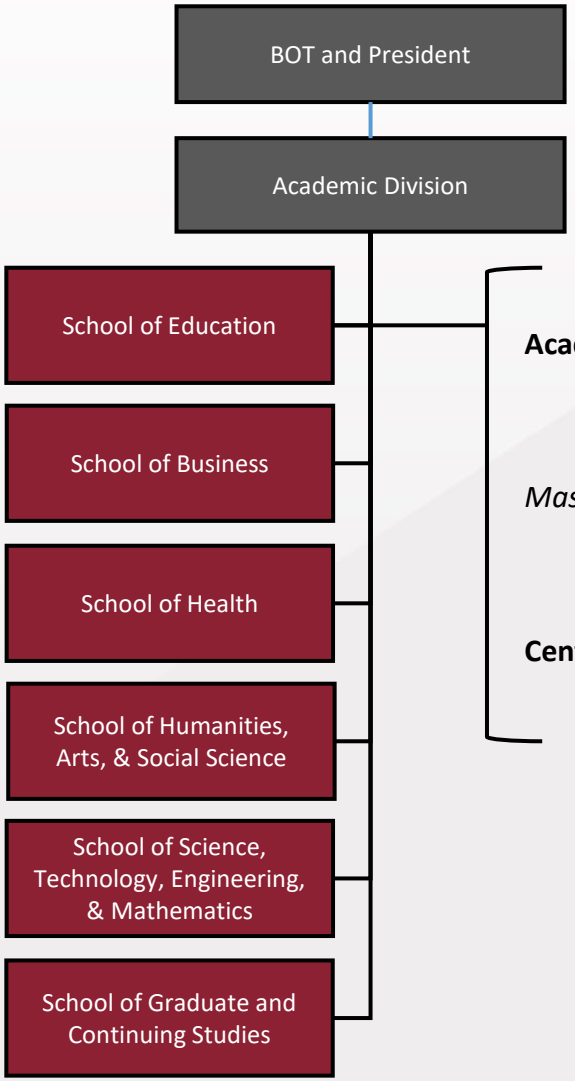
Academic Division – Organizational Chart



Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Academic Departments & Programs

Education
Science Education
Life and Career Studies

Masters Degrees

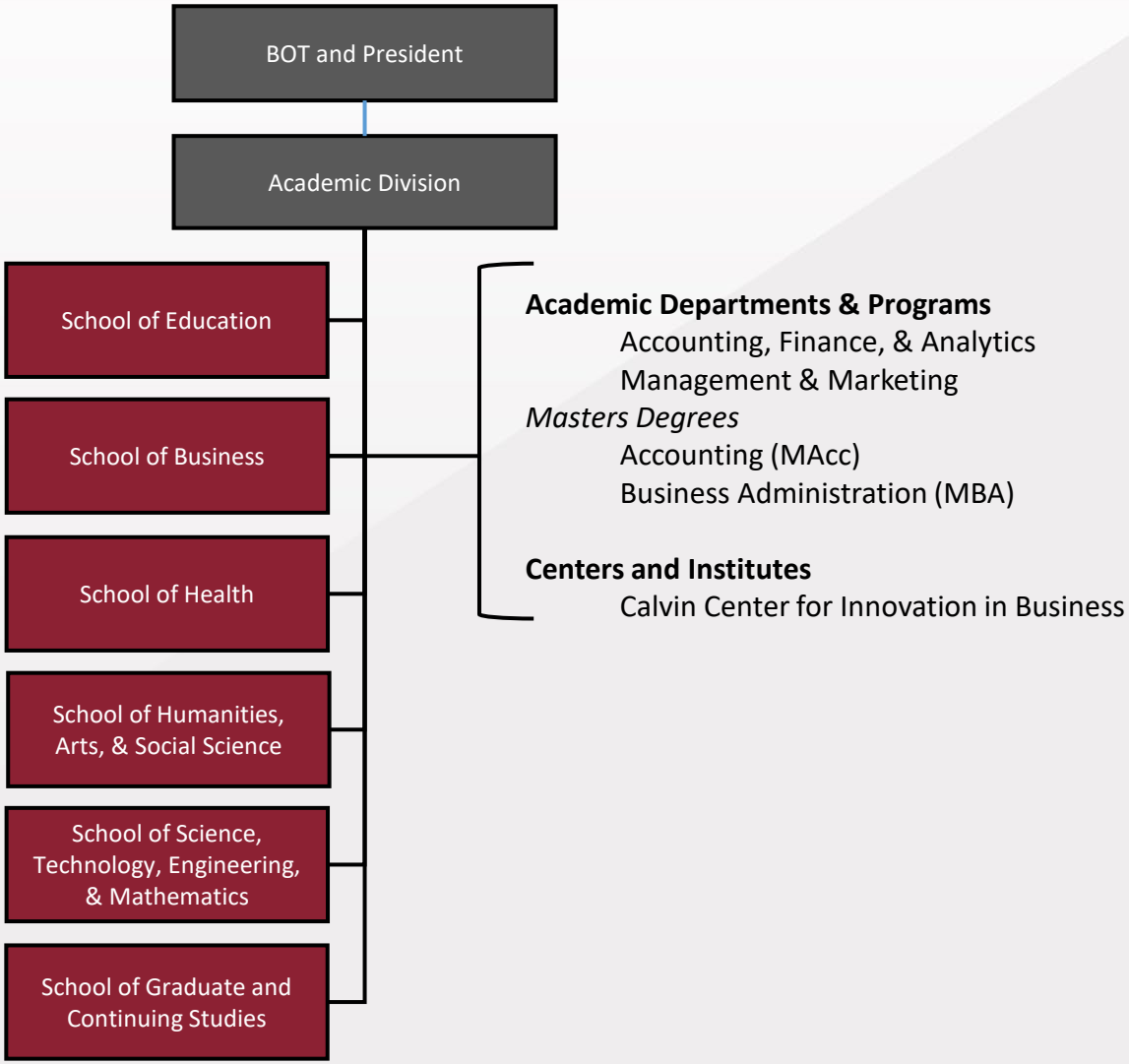
Education (MEd)
Teaching (MAT)

Centers and Institutes

Van Lunen Center for Executive Management in Christian Schools
Kuyers Institute for Christian Teaching

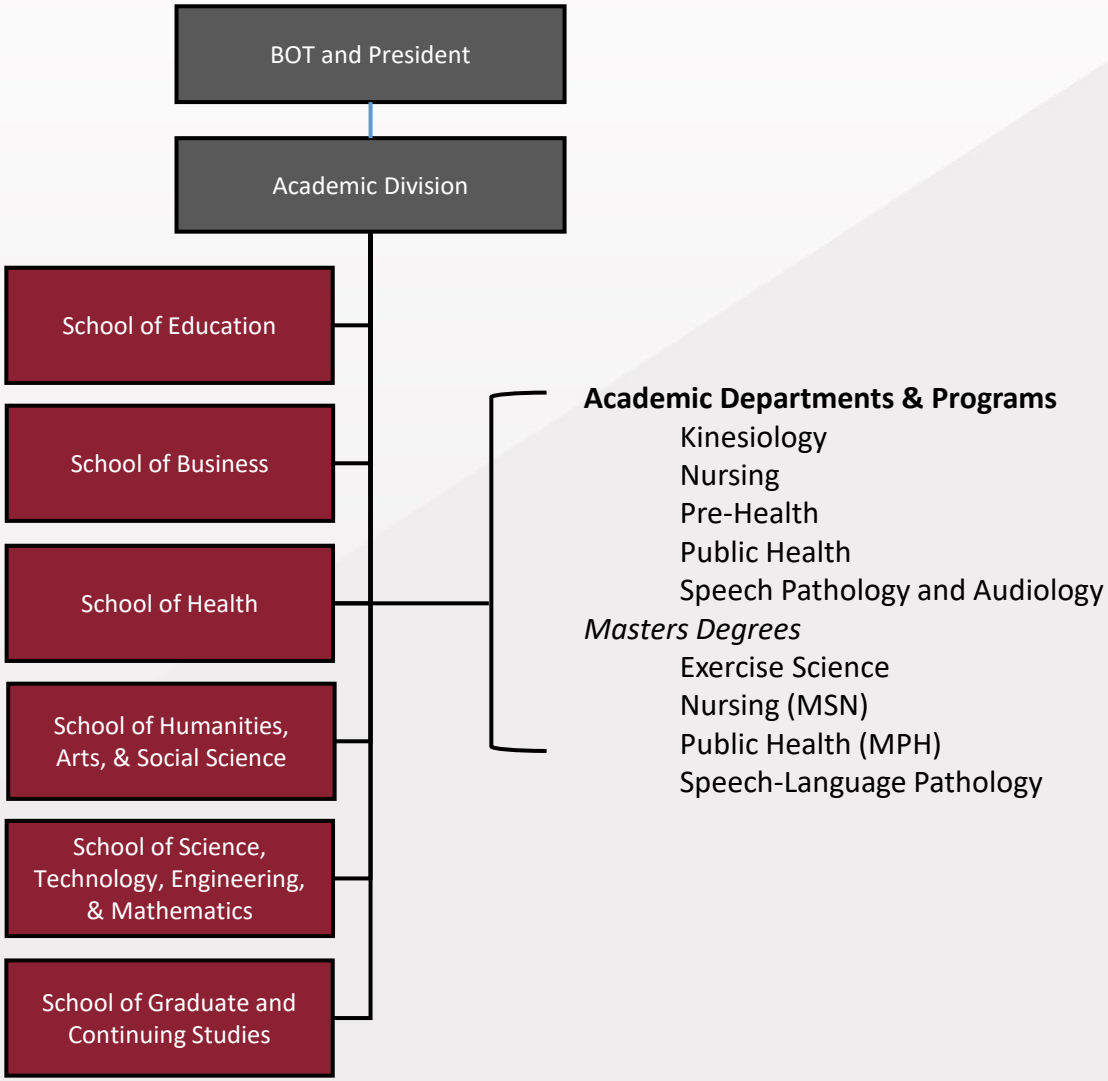
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



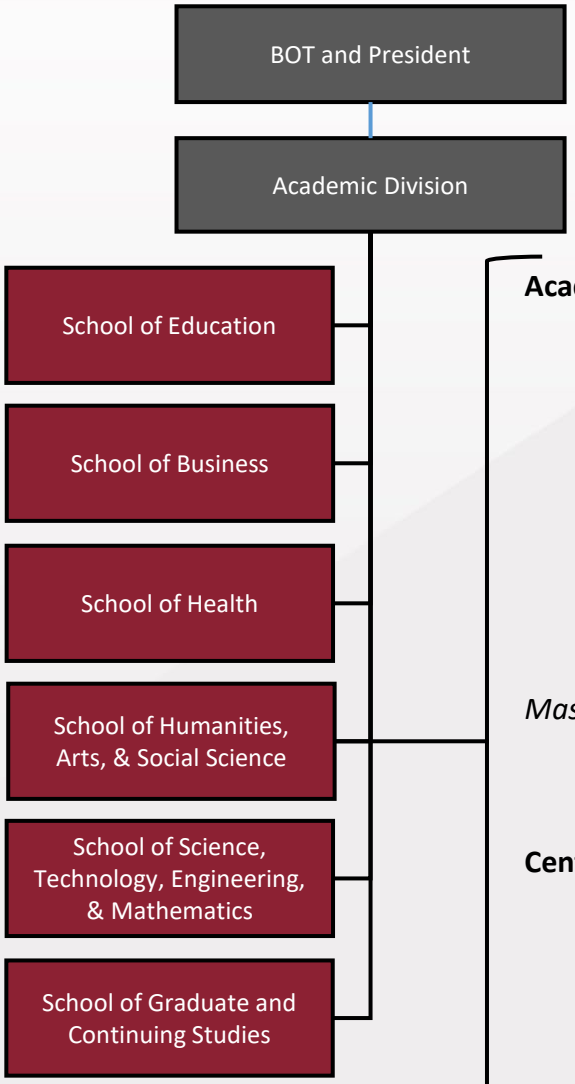
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Academic Departments & Programs

- Communication
- Congregational Ministry Studies
- English
- Historical Studies
- Philosophy
- Politics & Economics
- Religion
- Sociology & Social Work
- Visual and Performing Arts (Art, Music, Theatre, Dance)
- World Languages

Masters Degrees

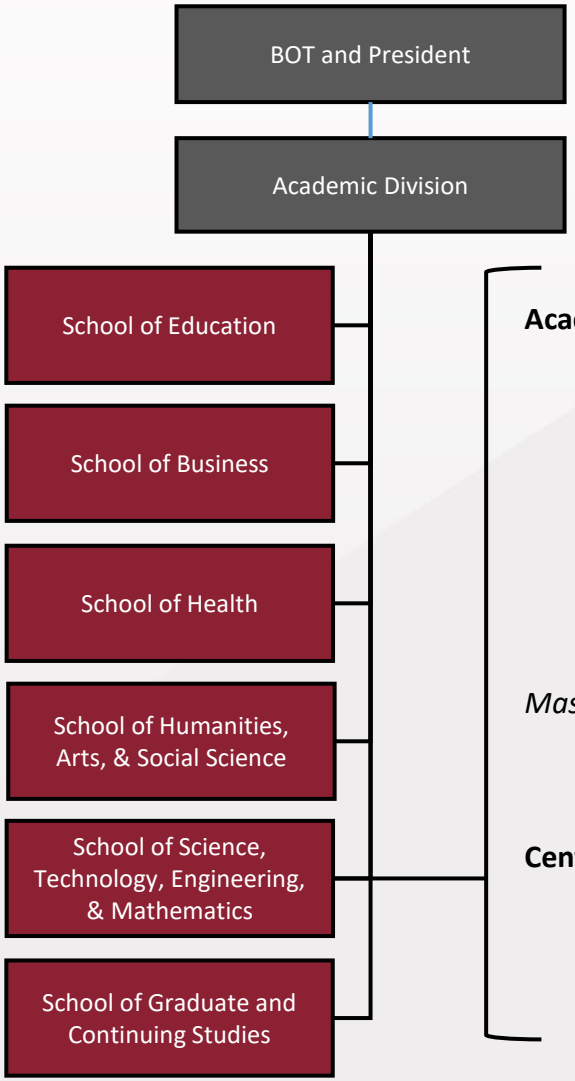
- Media and Strategic Communication
- Public and Nonprofit Administration

Centers, Institutes, and Other Functions

- Calvin Center for Faith and Writing
- Calvin Institute of Christian Worship
- Nagel Institute for the Study of World Christianity
- Paul. B. Henry Institute for the Study of Christianity and Politics
- Center Art Gallery
- Student Publications (*Chimes* and *Dialogue*)

Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Academic Departments & Programs

- Biology
- Chemistry & Biochemistry
- Computer Science
- Data Science
- Engineering
- Geography, Geology, & Environment
- Mathematics & Statistics
- Physics & Astronomy
- Psychology

Masters Degrees

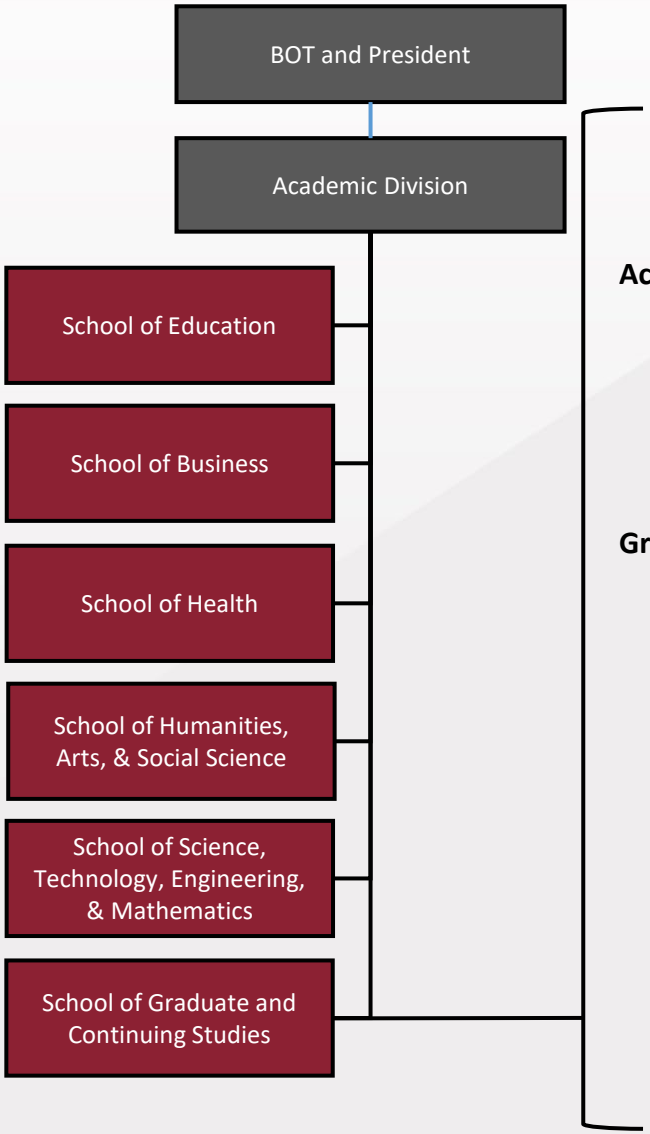
- Data Science (MDS)
- Geographic Information Science (GIS)

Centers, Institutes, and Other Functions

- Christian Classics Ethereal Library
- Clean Water Institute of Calvin University
- Ecosystem Preserve & Native Gardens
- Plaster Creek Stewards

Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Academic Departments & Programs

- Academic Partnerships
- Calvin Prison Initiative
- Continuing Studies (Wayfinder)
- Graduate Studies
- Professional Education

Graduate Programs

Masters Degrees

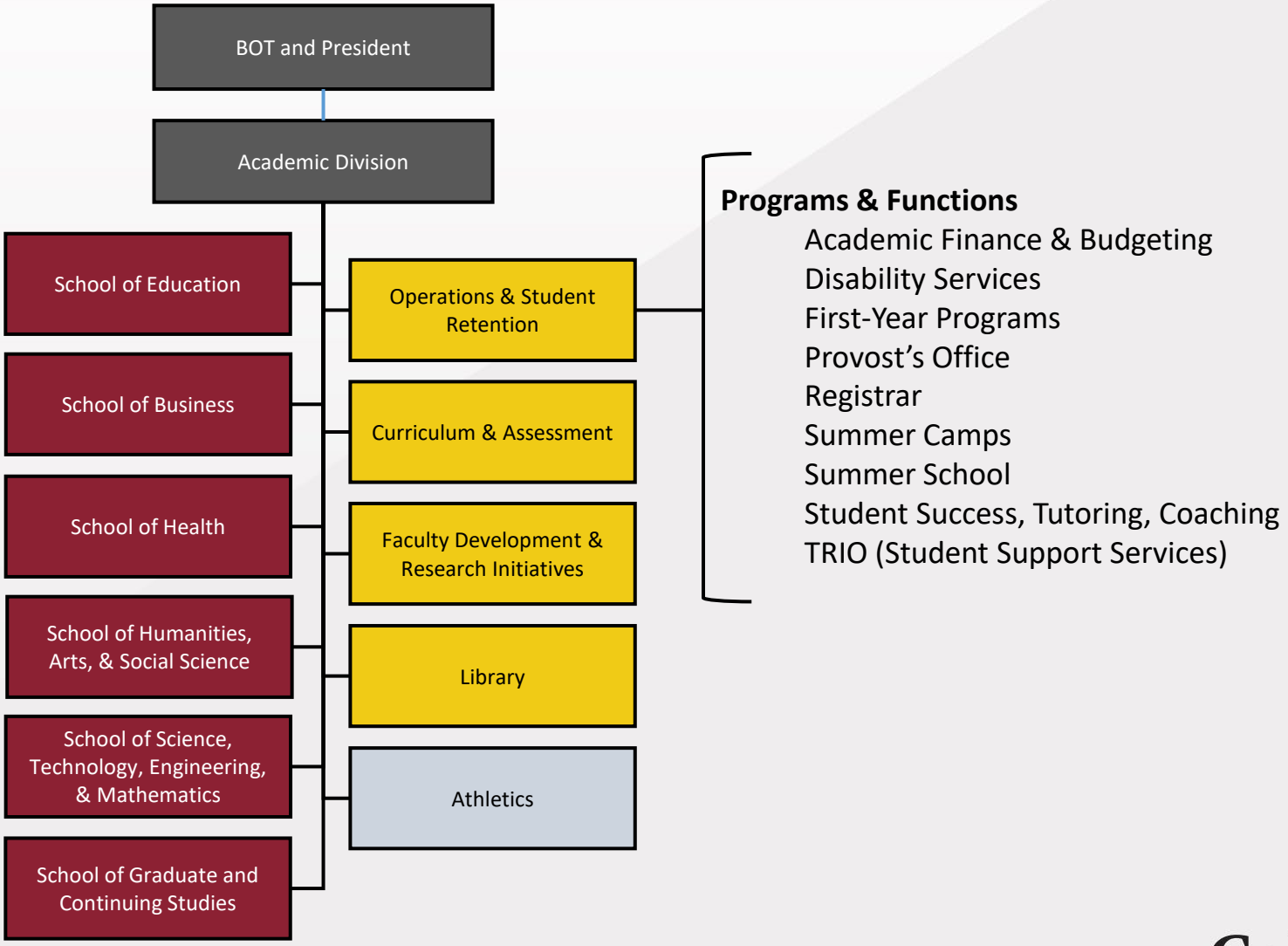
- Accounting (MAcc)
- Business Administration (MBA)
- Data Science (MDS)
- Education (MEd)
- Exercise Science
- Geographic Information Science (GIS)
- Media and Strategic Communication
- Nursing (MSN)
- Public & Nonprofit Administration (MPA)
- Public Health (MPH)
- Speech-Language Pathology
- Teaching (MAT)

Graduate Certificates

- Data Science in Context
- Data Science Operations
- GIS for Local Government
- Nonprofit Administration
- Machine Learning
- Public Administration
- Statistics for Data Science

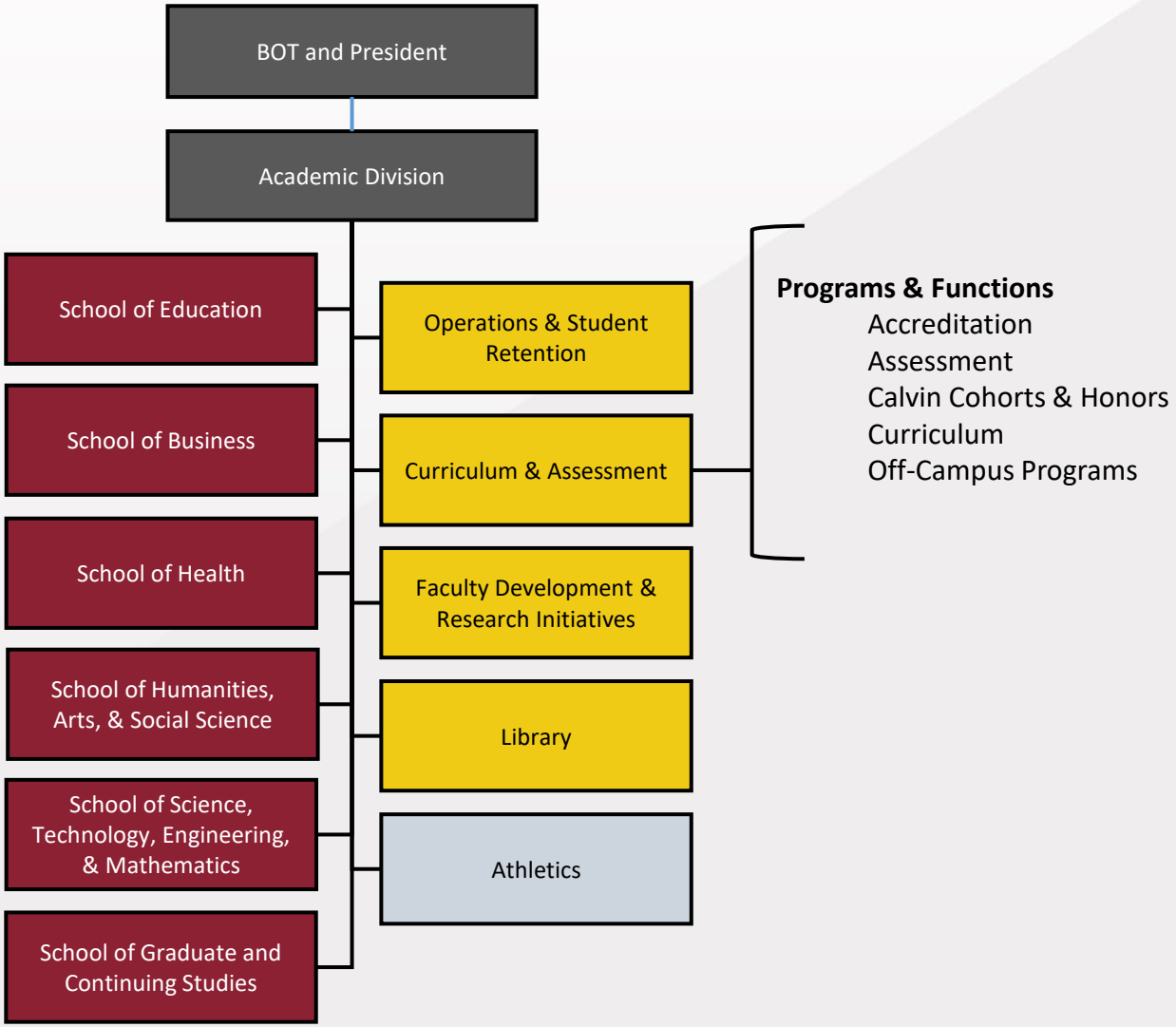
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



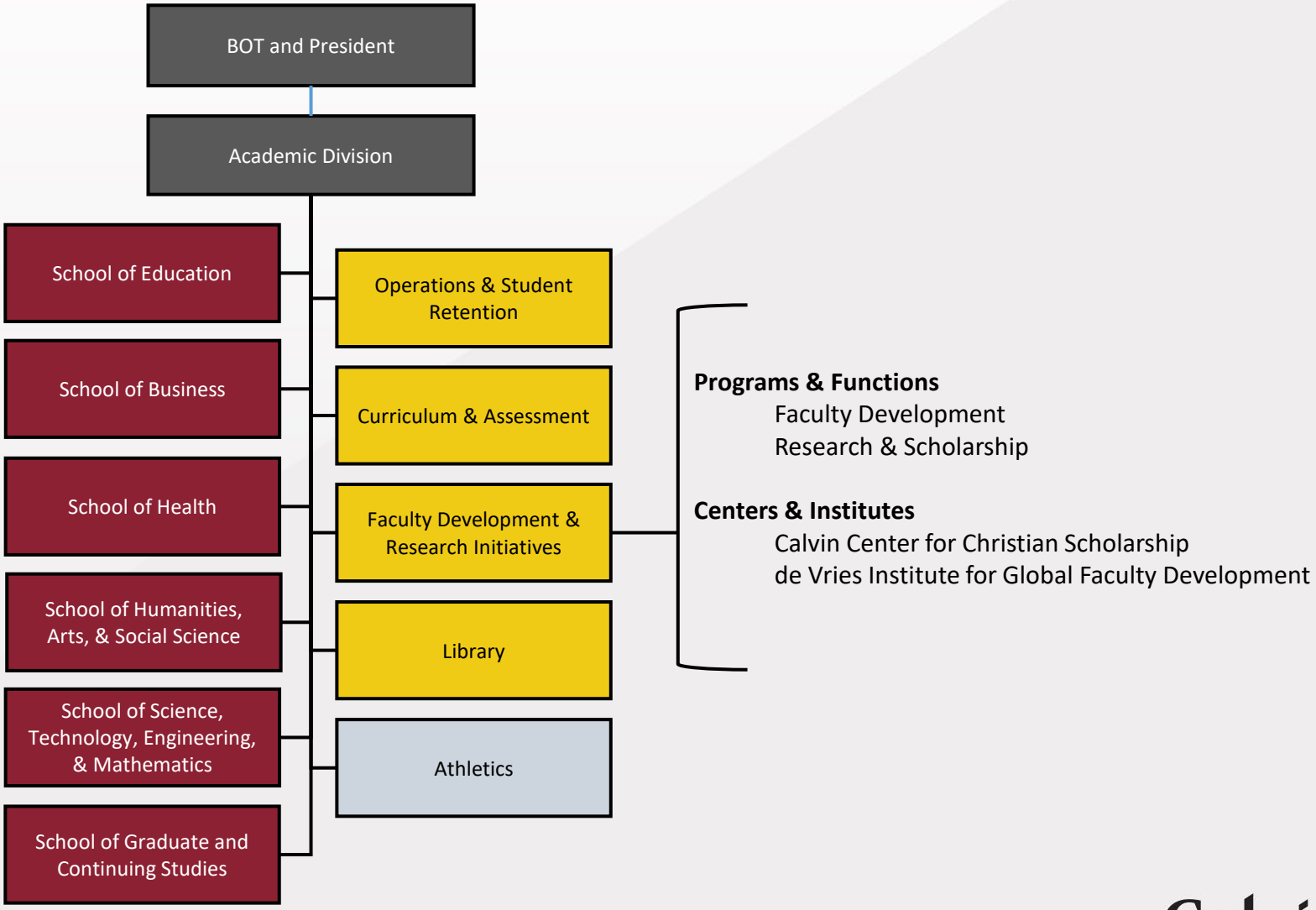
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



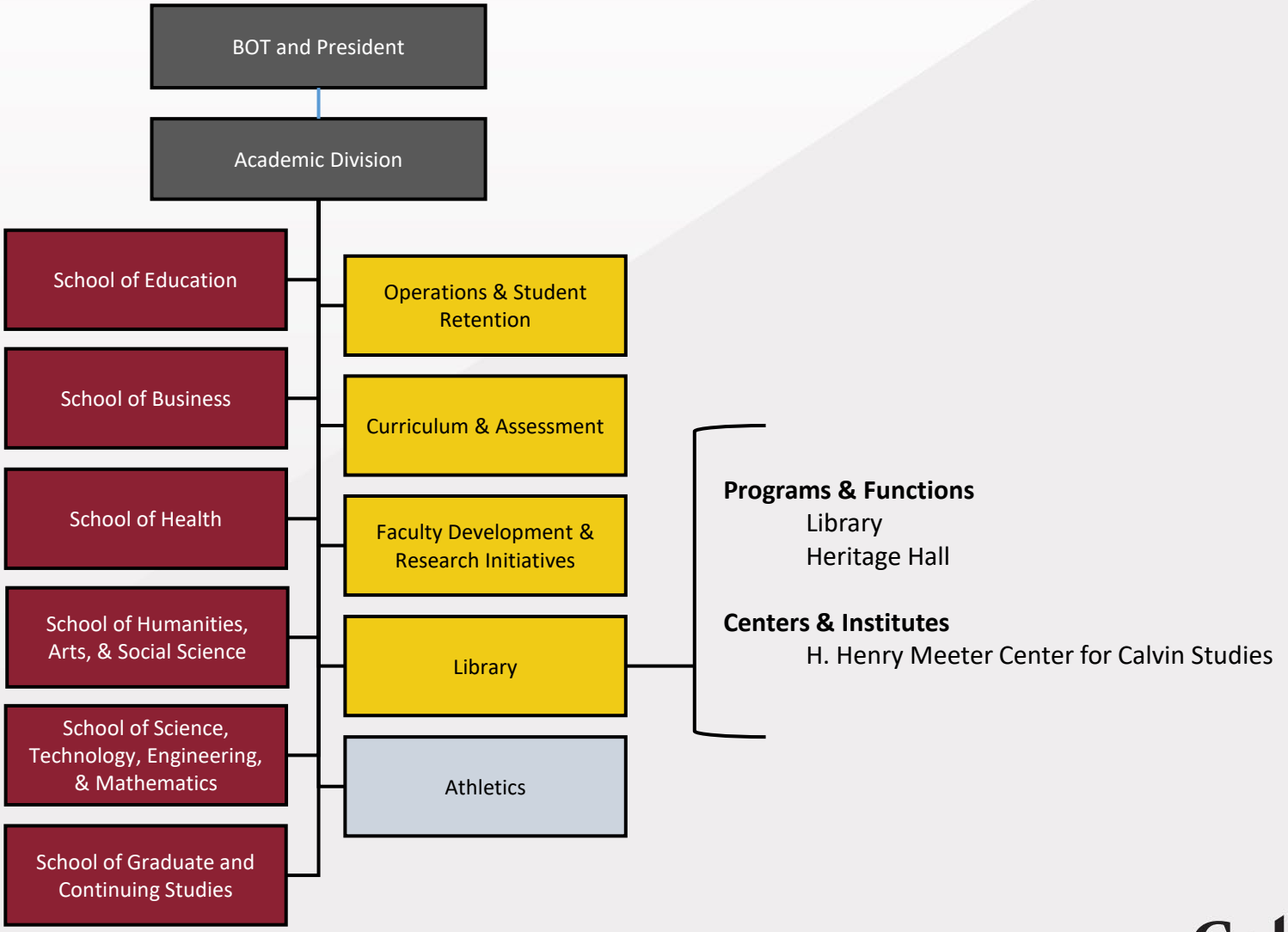
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



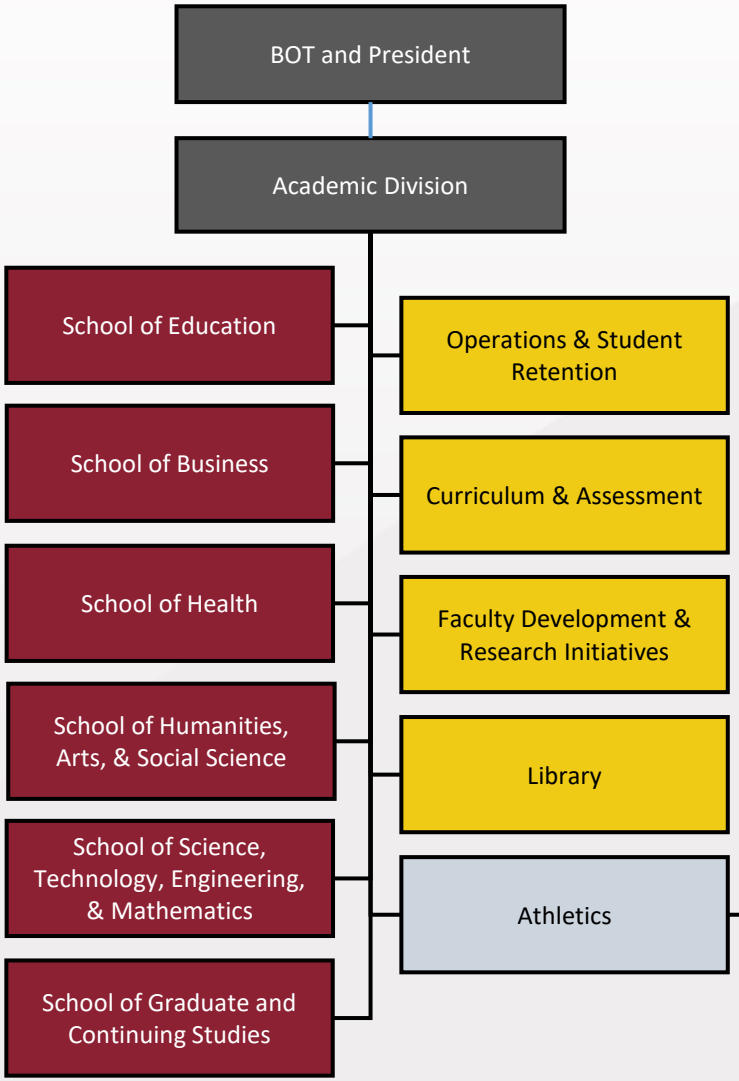
Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Calvin UNIVERSITY 1876

Academic Division – Organizational Chart



Club Sports

- Cheer
- Downhill Ski
- Esports
- Rugby (M & W)
- Soccer (M & W)
- Ultimate Frisbee

Varsity Athletics

- Acrobatics & Tumbling (W)
- Baseball (M)
- Basketball (M & W)
- Cross Country (M & W)
- Football (M)
- Golf (M & W)
- Hockey (M, D-I and D-III)
- Lacrosse (M & W)
- Soccer (M & W)
- Softball (W)
- Swimming and Diving (M & W)
- Tennis (M & W)
- Track and Field (M & W)
- Triathlon (W)
- Volleyball (M & W)

Campus Recreation

Calvin UNIVERSITY 1876

New Board of Trustee Member Orientation - Advancement Division
October 16, 2024

Division Organization Chart

See page 1

Overview of Division Function and Purpose

The Advancement division is comprised of six areas. As a division, we focus on advancing Calvin University's mission through fundraising and by building strong relationships with current and future (domestic and international) Calvin alumni, donors, and the broader Calvin community.

Current Fiscal Year Goals – 2024/2025

1. Secure lead gifts during the 'silent phase' of the campaign for the priority projects of Football, Outdoor Athletics, School of Health, Liberal Arts, & Commons Union
2. Focus development efforts on the launch and 'silent phase' of the multi-year comprehensive campaign – "Strengthening Our Path Forward"
3. Raise $3M related to the Calvin Annual Fund
4. Monetize the Calvin Athletics Brand by identifing and securing business sponsorships from organizations who will collegially support Calvin
5. Plan and implement a year-long 150th Anniversary celebration to start in summer 2025 and end in late spring 2026

KPI's Measured

1. Dollars raised (cash and new pledges) & received (cash in the door) in a fiscal year
2. Calvin Annual Fund dollars raised and donor participation within a fiscal year
3. Campaign & priority projects dollars raised (multi-year)
4. Scholarship gifts within a fiscal year
5. New scholarships established within a fiscal year
6. Scholarships awarded in a fiscal year

Overview of Key Questions

1. How can the board of trustees support the university's current campaign?
2. What is the board of trustees' responsibility related to fundraising for Calvin?

Q&A

- Any Questions?

Advancement Organizational Chart (2024-2025)

October 2024

Interim President – Greg Elzinga

Interim Vice President for Advancement
Ken Erffmeyer

Executive Assistant
Kathleen Sippel

Development - Advancement Services
Senior Director – Jodi Cole
Associate Director – Chris Ellens
- Development Business Analyst – Rachelle Uken
- Donor Engagement Assistant – Debbie Momeyer

Manager of Grant Proposals – Sarah Turnage
Stewardship Program Coordinator – Jeanine Holquist
Campaign Coordinator – Lily Fossel
Named Scholarship Program Coordinator – Deb Masselink
Data Specialist – Holly Atkinson

Senior Development Gift Officers (Report to Ken)
Director - Athletics – Mike LeFebre
Director of Athletic & Corp. Partnerships – Bob Sack
Senior Gift Officer – Jeff Pluymert

Development – Major Gifts & Annual Fund (AF)
Director – Melanie Lyons
Digital Engagement Manager – Taylor Grube (AF)
Regional Gift Officers:
Randy Martinie
Tom Bratt
Birgitte Santaella
David Zwiers
Lois Konyndyk – PT
Volunteers: Larry Gerbens & Bob Berkhof

Development - Gift Planning
Director – Andy Schipper
- Associate Director – Lynelle Cook
  - Donor Engagement & Relationship Mgr. – Kay Casturo
- Gift Planning Coordinator – Cheri Ter Haar
- Gift Specialists - Kelly Greenway / Barb Zuidema
- CMSF Program Manager – Emily Dock

Alumni Engagement Office
Director– Jeff Haverdink
150th Anniversary Prog. Director – Heidi DeBlecourt
Assistant Director – Ashley Mann
Alumni Programs Coordinator – Susan Buist
Programming & Comm. Coord. – Hannah Patterson
Administrative Assistant – Mary Gabrielse

Calvin Academy for Lifelong Learning (CALL)
Volunteer Leadership Board
College Liaison – Jeff Haverdink
- CALL Program Manager – Sonja DeJong
- CALL Assistant Program Manager – Gail Riddering

January Series
Director – Michael Wildschut

Major Committee Tasks:

- Ensure fiduciary awareness of the board
- Assessment of board fundraising responsibility, expectations, and roles
- Evaluation of division's goals, expectations, and integration
- Annual Fund, other fundraising, gift planning
- Capital campaigns
- Event hosting
- Alumni relations

Advancement Committee Key Questions:

1. Fiduciary awareness
    a. Does each board member know his/her fiduciary responsibility to Calvin?
    b. Is each board member provided the necessary tools – understanding of fundraising policies, the university's mission, and the elements of the effective strategic plan – to build the case for supporting the university?

2. Fundraising responsibilities
    a. What are the university's expectations for a trustee's personal support of the university?
    b. What is the trustee's role in the fundraising effort of the university?
    c. How does the university integrate its Reformed Christian mission into fundraising, and what is the role of the trustees in that work?
    d. What are the university's expectations for trustees in the fundraising campaign?

3. Advancement division evaluation, goals, and integration
    a. What is the university doing to maintain or increase the number of its supporters?
        i. What are the key performance indicators for evaluation of the Advancement division? What is the status? What are the short – and longer-range goals?
        ii. How does the Advancement division develop and set its goals, particularly in integrating with the rest of the university? What are its expectations for cross-divisional cooperation with Advancement? Is this being achieved?

Annual Calendar Cycle:

Fall (October) board meeting

1. Verify committee goals for the year
2. End of budget year advancement reporting

Winter (January) board meeting

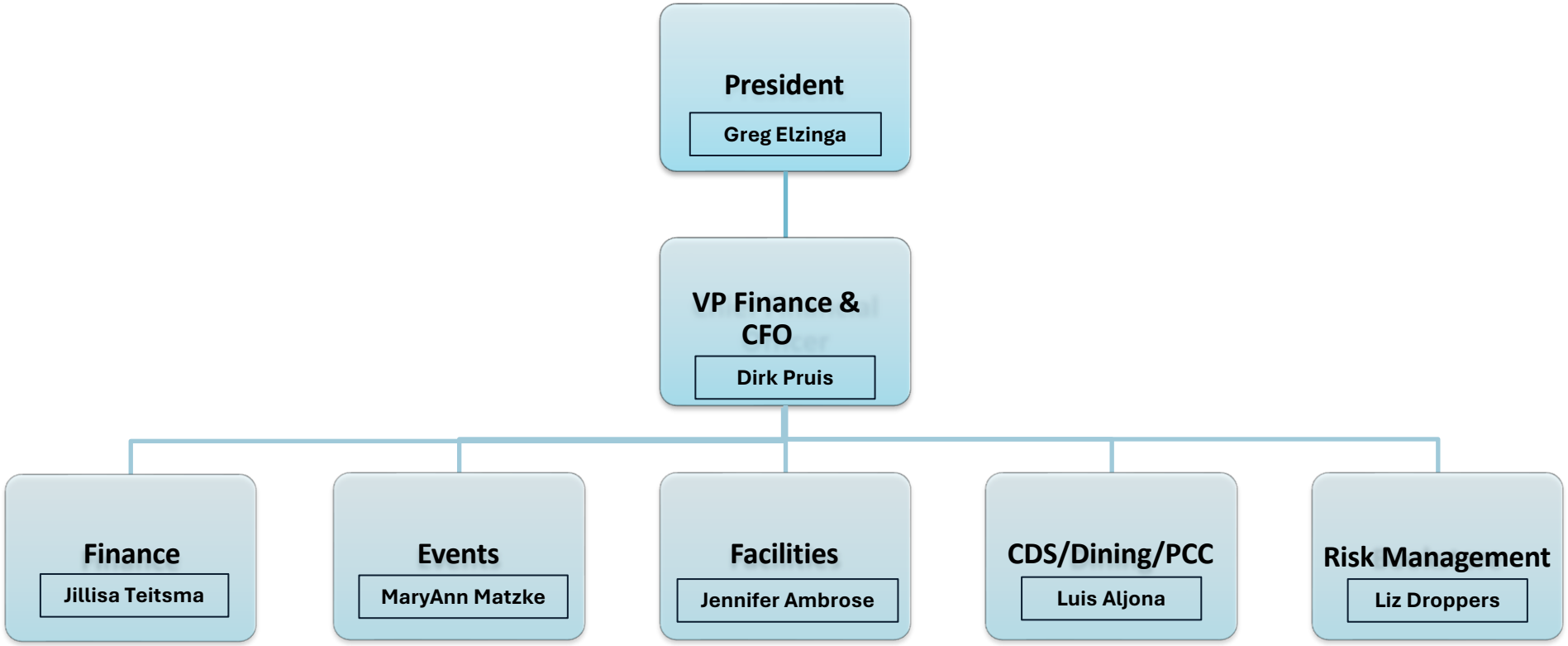
1. End of calendar year reporting

Spring (April) board meeting

1. Fundraising trends reporting
2. Report out annual report
3. Set goals for the next board year

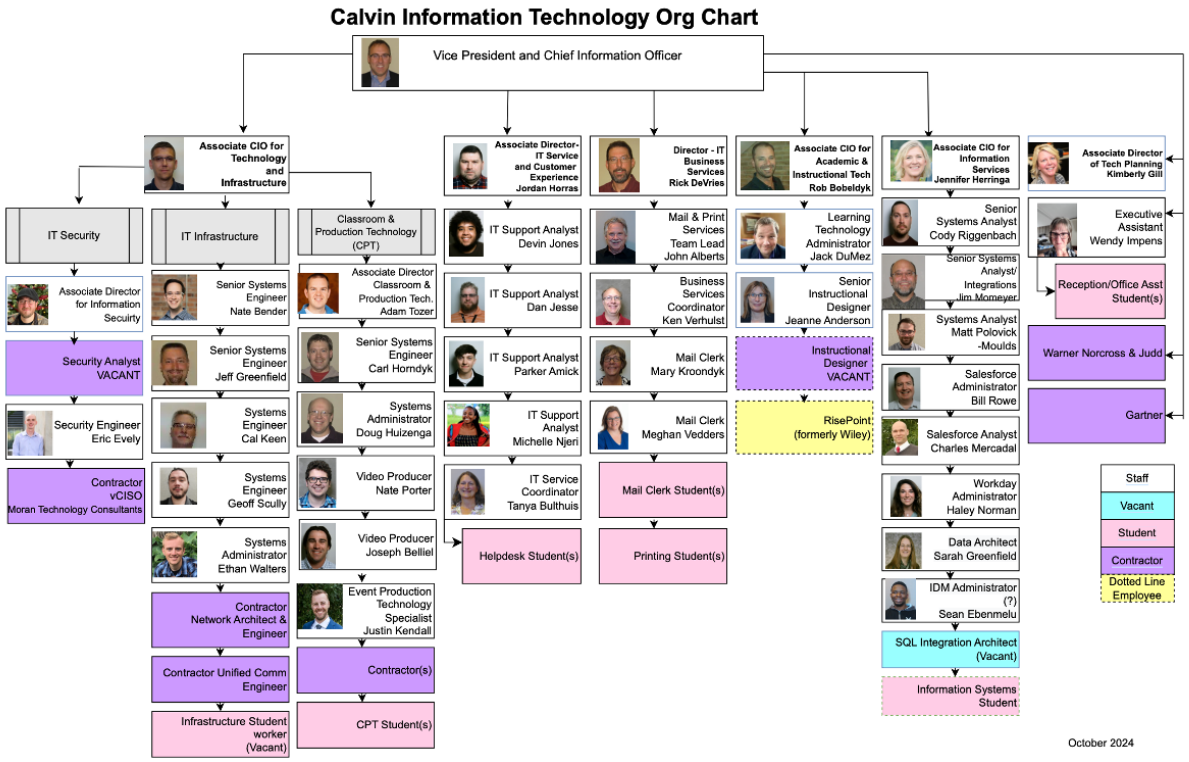
Overview of Division (cont.)

Finance & Administration: Organization Chart



New Board of Trustee Member Orientation – Calvin Information Technology
October 2024

Organizational Structure



Overview of Function and Purpose

Calvin Information Technology (CIT) serves as a dynamic hub for technological advancement and educational support within the institution. Its primary purpose is to integrate technology into the educational framework, enhancing both teaching and learning experiences for students and faculty; serve the business operations of the university in Finance, Enrollment, Advancement, and other Administrative Units with systems and data; support research initiatives of faculty and scholars with academic technology; and promote the collegiate experience of athletics, arts, and entertainment using technological production.

Maintaining, operating, and overseeing the university's technical infrastructure and data assets are a fundamental aspect of CIT's role. This involves managing endpoints, networks, servers, data stores and other critical IT components and assets, in a regulatory and legally compliant environment, ensuring that they are secure, reliable, and capable of meeting the 24/7 "always on" demands of the community.

Strategic Goals

(1) Mature Service and Operational Excellence in the areas of technology support, event management, change management, and asset management.

(2) Develop improved Data Governance – Organize the university's data and integrate systems to meaningfully impact the student experience and drive results related to enrollment and advancement goals

(3) Modernize University Infrastructure and Decrease Technical Debt – Replace aging computers, network infrastructure, broadcast and streaming technology, and improve classroom technology.

(4) Inhabit the new spaces developed for technology staff and services in the Commons phase one and develop cohesion among new and existing staff in these areas.

KPI's being measured or developed

- Stakeholder service satisfaction – Service Tickets posted, Service Tickets Resolved, Most Frequent Ticket Types, Service Resolution, Customer Service Experience Score
- Value for investment – including cost of technology projects, contract costs, software license costs, maintenance contract costs.
- Operational Integrity – including uptime metrics, change management and code review statistics
- Information Security – Un-remediated vulnerabilities, patched services and endpoints, total open incidents, mean time to detect, mean time to recover, total inbound blocked messages, security related messages blocked pre-delivery.
- Project Management – Open and closed projects, project completion by committed date, total project expense.

Q&A

STUDENT LIFE DIVISION

Division Org Chart
(attached)

Overview of division function and purpose
The Student Life division is made up of professionals representing eleven co-curricular departments, including Center for Student Engagement, Campus Ministries, Campus Safety, the Career Center, the Center for Counseling and Wellness, Health Services, the Center for Intercurltural Student Development, Residence Life, Office of Student Support, Accountability and Restoration, the Service-Learning Center, and Safer Spaces. As a division, we offer students a wide array of programs and services with the goal of advancing Calvin's mission to engage students to think deeply, act justly, and live wholeheartedly as Christ's agents of renewal in the world.

Student Life Division Mission Statement
Student Life cultivates co-curricular learning experiences that disciple, develop, and equip students to thrive as Christ's agents of renewal.

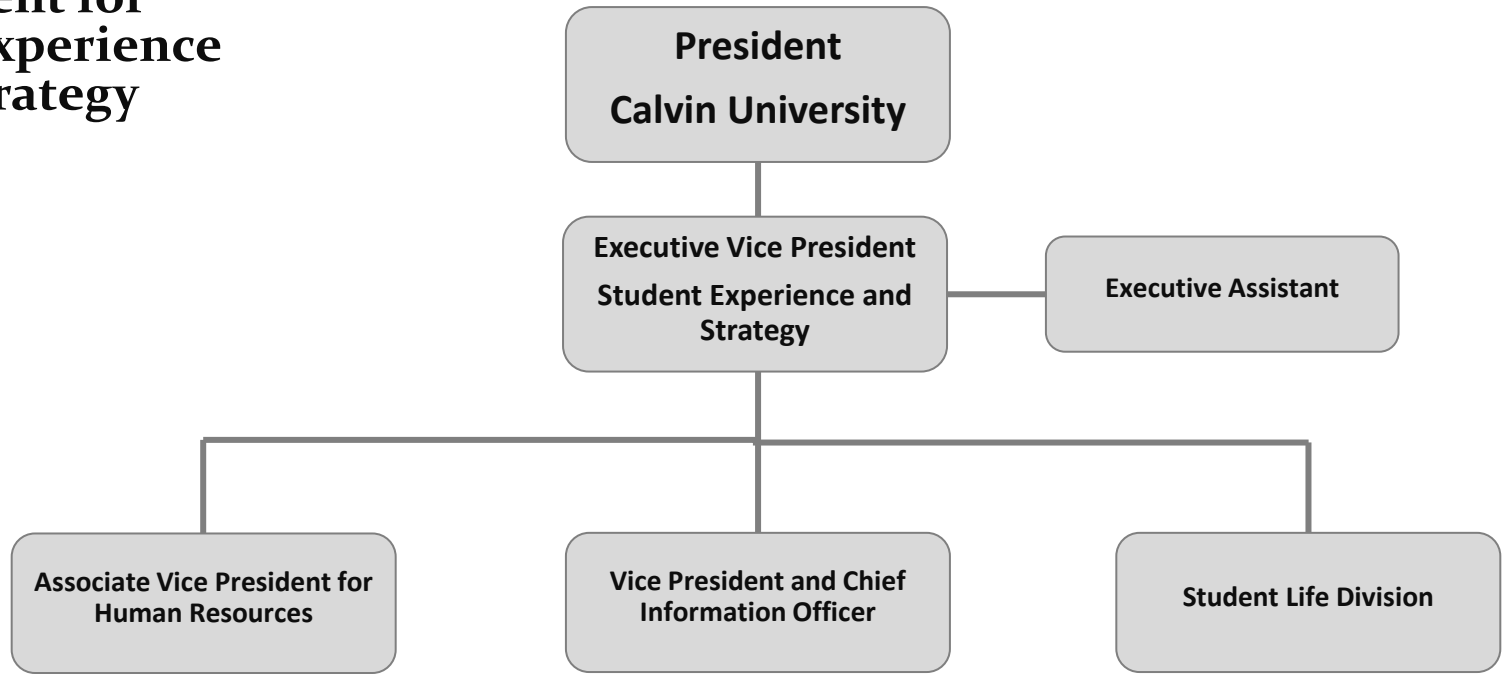
Key Divisional Priorities
- Student Thriving/Development (disciple, develop, equip)
- Focus on investing in student and employee experience
- Complete and successfully launch Commons Union (Phase 1)
- Implement a new medical record system in Health Services
- Revamp Federal Work-Study Program and increase student/employer participation
- Develop a Conduct Code for graduate and adult learners
- Launch updated Title IX regulations (August 2024)
- Provide comprehensive divisional assessment data for Spring 2025 accreditation visit

Key Divisional Challenges
- Increasing mental health concerns
- Increased workload and disruption as a result of staffing transitions and monetary resource constraints
- Fatigue
- Post-synod questions and discouragement

KPIs that are being measured or that are in development
1. First to Second Year Retention Rate
2. Student Internships
3. Housing Occupancy
4. Employer Relations/Partnerships

Overview of key questions Board of Trustees members should ask:
- What kinds of evidence-gathering, quality-management, and performance-improvement systems are in place to track and improve student learning?
- Given Vision 2030, how can Student Life best serve our expanding scope of learners while living within the bounds of a structurally-balanced budget?
- What investments should be made to ensure we have a truly excellent student experience and employee experience at Calvin?

Executive Vice President for Student Experience and Strategy



Executive VP Organizational Chart — 2024/2025

Calvin University 1876

President

EXECUTIVE VICE PRESIDENT FOR STUDENT EXPERIENCE AND STRATEGY

Executive Assistant

Executive Vice President Auxiliary Responsibilities

Athletics, Creative Dining/Food Service

STUDENT LIFE DIVISION

HUMAN RESOURCES

Associate Vice President for Human Resources

CALVIN INFORMATION & TECHNOLOGY

Vice President & Chief Information Officer

Dean of Students

Dean

Career Center

Director

Assistant Director and Career Coach for STEM

Career Coach (3)

Employer Relations Manager

Program Operations/Data Analytics Manager

Employer Relations Coordinator

Campus Ministries

University Pastor

Assistant Director

Associate Chaplain for Worship

Assistant Director of Discipleship

Campus Safety

Director

Assistant Director

Administrative Assistant

Security Specialist

Patrol Supervisor (2)

Patrol Officer (4)

Part-time Patrol Officer (4)

Part-time Dispatchers (1)

Center for Intercultural Student Development

Director

Assistant Director

Program Specialist

Coordinator (2)

Office of Student Support, Accountability, and Restoration (OSSAR)

Director

Coordinator

Safer Spaces/Title IX

Director/Coordinator

Assistant Director

Center for Student Engagement

Associate Dean

Director, Student Activities

Program Coordinator

Center for Counseling and Wellness

Director

Assistant Director/ Counselor

Counselor (6)

Department Assistant

Counseling Intern (2)

Health Services

Director/Physician

Nurse Practitioners (2)

Physician Assistant

Registered Nurse

Registered Dietician

Office Manager

Medical Assistant (3)

Department Assistant (2)

Part-time Sports Medicine Doctor

Residence Life

Director of Residence Life

Director of Housing and Operations

KE Area Coordinator

KE Graduate Assistant

Residence Hall Director

Residence Hall Area Coordinator (3)

Residence Hall Grad Assistant (4)

Student Life Case Manager

On-Call Social Worker (3)

Housing Coordinator

Housing Graduate Assistant

Department Assistant

Project Neighbor Mentors (2)

Student Support & Sexuality Programming

Coordinator

Service-Learning Center

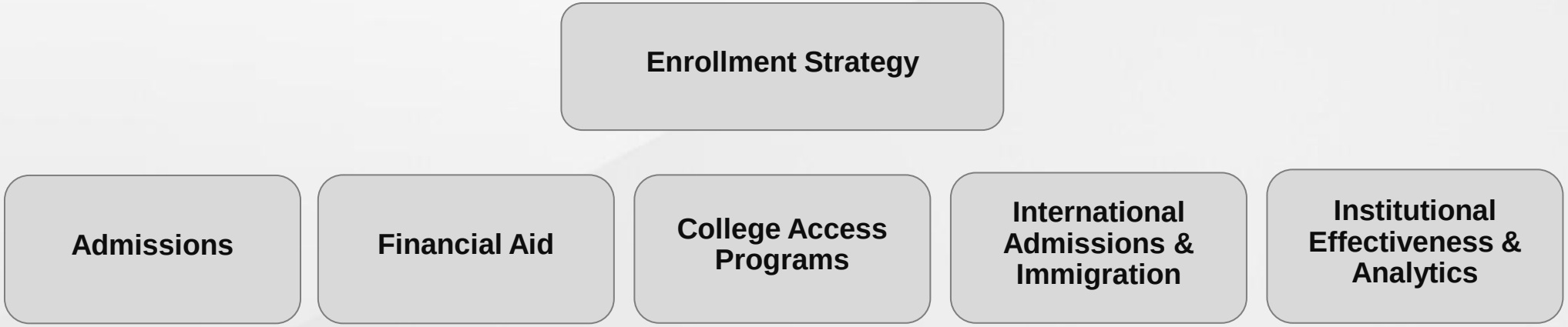
Director

Calvin UNIVERSITY 1876

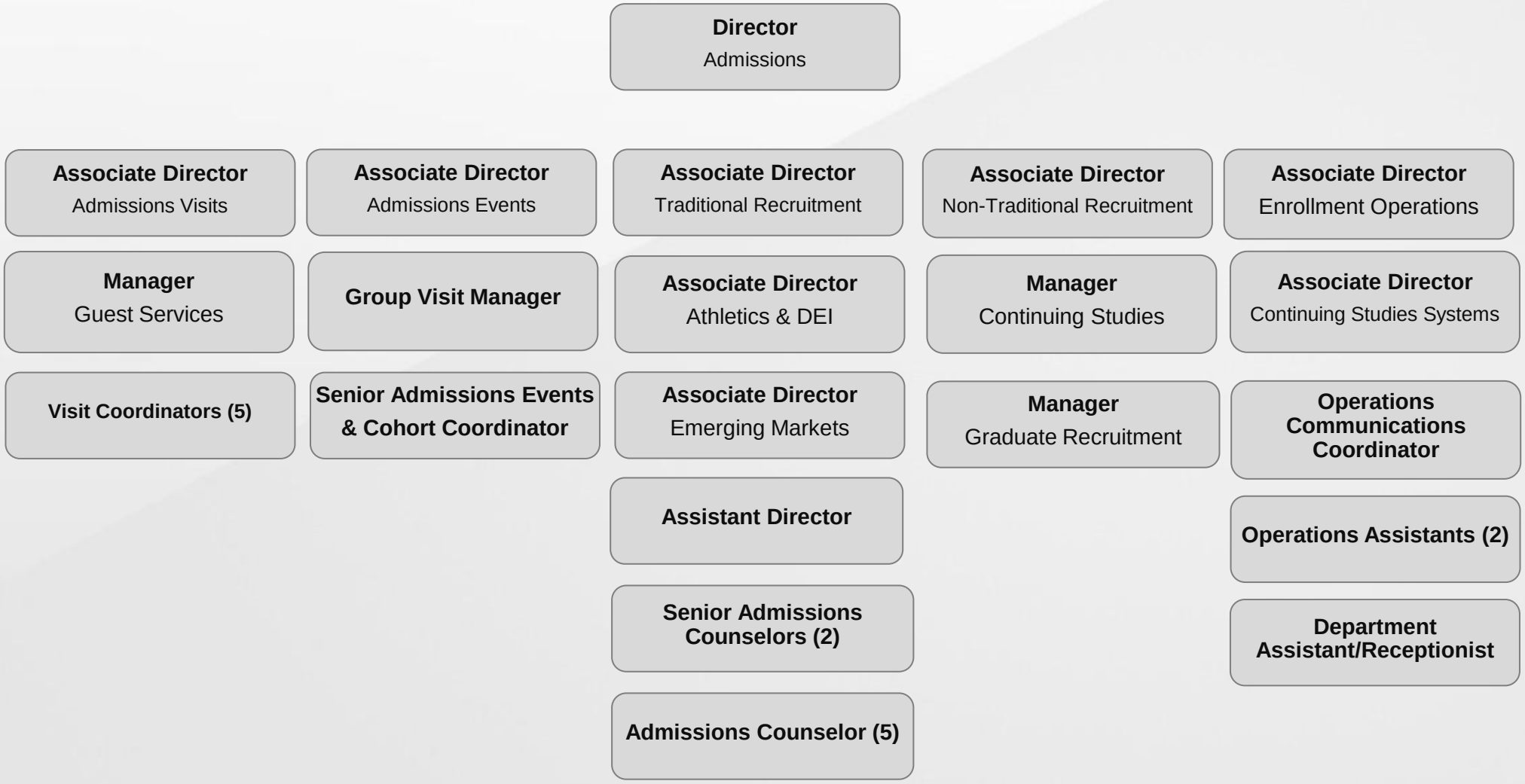
Enrollment Strategy

Organizational Chart

Fall 2024


Enrollment Strategy
Admissions
Financial Aid
College Access Programs
International Admissions & Immigration
Institutional Effectiveness & Analytics

Vice President
Enrollment Strategy
Executive Assistant
Director
Admissions
Director
Financial Aid
Program Director
College Access Programs
Director
Institutional Effectiveness & Analytics
Director
International Admissions & Immigration
See following
Associate Director
Senior Financial Aid Counselor
Senior Coordinator
Coordinators (2)
Program Coordinator
Business Analyst
Analyst/ Data Coordinator
Associate Director
Immigration Coordinator
Asst Immigration Coordinator
International Admissions Counselors (3)


Director
Admissions
Associate Director
Admissions Visits
Associate Director
Admissions Events
Associate Director
Traditional Recruitment
Associate Director
Non-Traditional Recruitment
Associate Director
Enrollment Operations
Manager
Guest Services
Group Visit Manager
Associate Director
Athletics & DEI
Manager
Continuing Studies
Associate Director
Continuing Studies Systems
Visit Coordinators (5)
Senior Admissions Events & Cohort Coordinator
Associate Director
Emerging Markets
Manager
Graduate Recruitment
Operations Communications Coordinator
Assistant Director
Operations Assistants (2)
Senior Admissions Counselors (2)
Department Assistant/Receptionist
Admissions Counselor (5)

Executive VP Organizational Chart — 2024/2025

Calvin University 187

President

EXECUTIVE VICE PRESIDENT FOR STUDENT EXPERIENCE AND STRATEGY

→ Executive Assistant

Executive Vice President Auxiliary Responsibilities

Athletics, Creative Dining/Food Service

STUDENT LIFE DIVISION

Dean of Students

Dean

Career Center

Director

Assistant Director

Career Coach (3)

Employer Relations Manager

Employer Relations Specialist

Program Operations/Datal Analytics Manager

Employer Relations Coordinator

Campus Ministries

University Pastor

Assistant Director

Associate Chaplain for Worship

Assistant Director of Discipleship

Campus Safety

Director

Assistant Director

Administrative Assistant

Security Specialist

Patrol Supervisor (2)

Patrol Officer (4)

Part-time Patrol Officer (4)

Part-time Dispatchers (1)

Center for Intercultural Student Development

Director

Assistant Director

Program Specialist

Coordinator (2)

Office of Student Support, Accountability, and Restoration (OSSAR)

Director

Coordinator

Safer Spaces/Title IX

Director/Coordinator

Assistant Director

Campus Involvement & Leadership

Associate Dean

Director, Student Activities

Program Coordinator

Center for Counseling and Wellness

Director

Assistant Director/ Counselor

Counselor (6)

Department Assistant

Intern (2)

Health Services

Director/Physician

Nurse Practitioners (2)

Physician Assistant

Registered Nurse

Registered Dietician

Office Manager

Medical Assistant (3)

Department Assistant

Residence Life

Director of Residence Life

Director of Housing and Operations

KE Area Coordinator

KE Graduate Assistant

Residence Hall Area Coordinator (3)

Residence Hall Grad Assistant (4)

Emergency On Call Case Manager

On-Call Social Worker (3)

Housing Coordinator

Housing Graduate Assistant

Department Assistant

Project Neighbor Mentors (2)

Student Support & Sexuality Programming

Coordinator

Service-Learning Center

Director

HUMAN RESOURCES

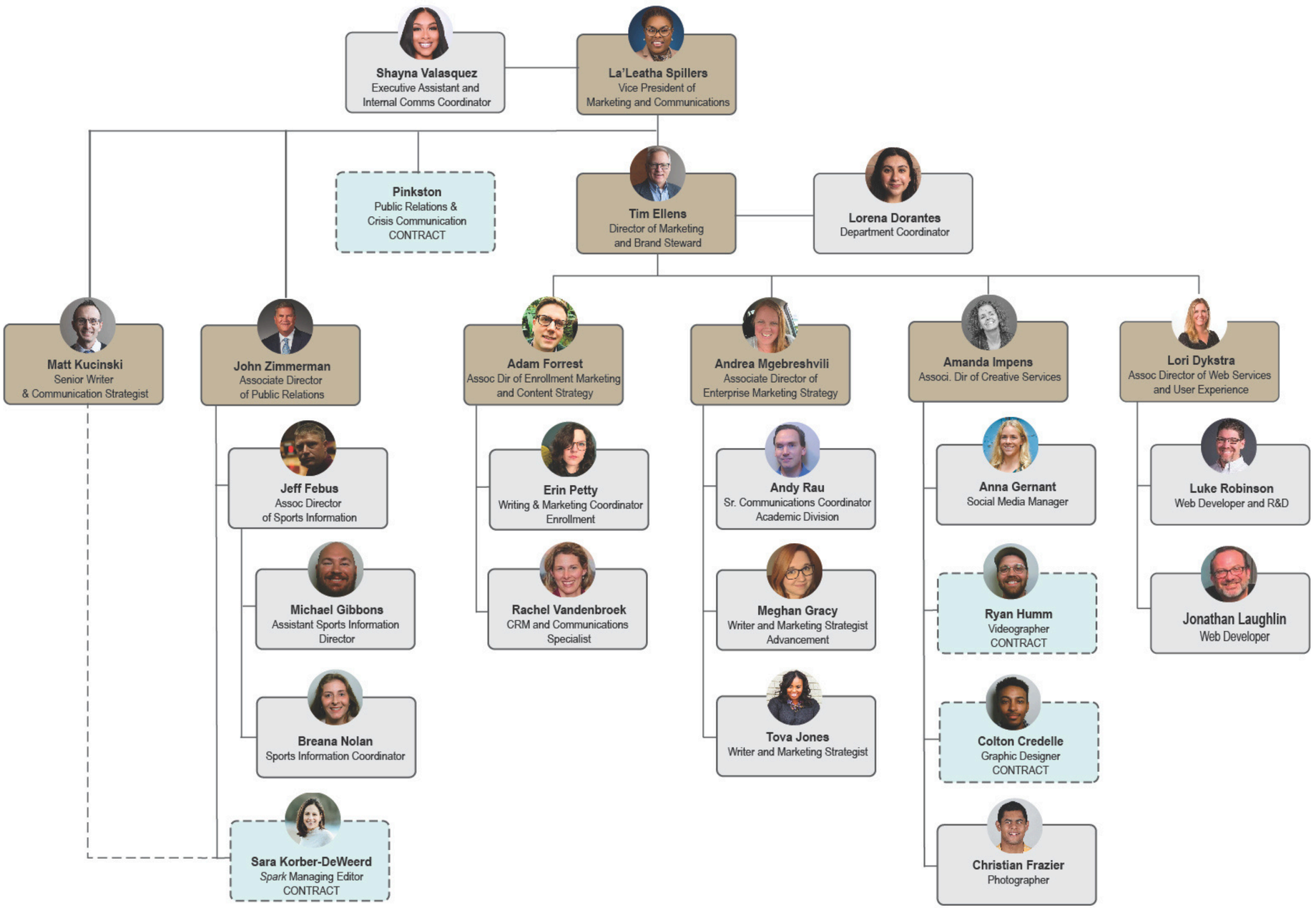
Associate Vice President for Human Resources

CALVIN INFORMATION & TECHNOLOGY

Vice President & Chief Information Officer

CALVIN MARCOM

350 YEARS OF COMBINED EXPERIENCE



OUR MARCOM LEAD TEAM

La'Leatha Spillers
Vice President

Tim Ellens
Director of Marketing

Matthew Kucinski
Senior Writer

John Zimmerman
Public Relations & Media

Adam Forrest
Undergrad Marketing

Andrea Mgebrishvili
Enterprise Marketing

Lori Dykstra
Web Strategy

Amanda Impens
Creative Services