

Mission Statements of Administrative Units

The following mission statements have been submitted by the administrative units, and were last revised in Summer 2025.

- The mission of Academic & Foundation Relations is to cultivate philanthropic partnerships by seeking and securing grant funding, managing grant stewardship, serving as a liaison between the divisions of Academic Affairs and College Advancement, and overseeing the work of the Research & Development committee. These activities contribute to Dickinson's mission by generating resources to support and enhance academic excellence and the student experience.
- The mission of Academic Technology is to provide leadership and guidance to students, staff, and faculty in the use of technology for academic pursuits and related student success initiatives. This work contributes to Dickinson's mission by enabling learning to go beyond paper, pens, and verbal lectures to create an enriched learning environment by which all members of the academic community can innovate to meet their teaching, learning, and research needs.
- The mission of Access and Disability Services (ADS) is to collaborate with students, faculty and campus colleagues to foster equitable and inclusive practices for students with disabilities and all Dickinsonians. ADS seeks out and promotes solutions to minimize disability-based access barriers for students; but, when they exist, we facilitate reasonable individualized accommodations to ensure full inclusion for all students in our living and learning environments.
- The mission of the Dickinson College Office of Admissions is to strategically attract, enroll, and retain a diverse and talented student body that aligns with the college's commitment to academic excellence and engaged citizenship, both critical to the delivery of an experience that prepares students for lives of purpose and success. We dedicate ourselves to effectively showcasing the value of a Dickinson education through strategic investments in recruitment and outreach to an array of constituents, including prospective students and families, college counselors, and other professionals in the field of education. Our collaborative efforts with campus partners contribute to Dickinson's mission, reflecting our unwavering dedication to upholding the college's commitment to educating and preparing students to thrive as engaged citizens and establish a lifelong connection to the college.
- The mission of Advancement Operations is to provide the operational and technical partnership necessary to further the fundraising efforts and major initiatives of College Advancement at Dickinson College. We champion responsible and ethical gift and data management practices as outlined by CASE and the IRS and strive to maintain robust and accurate donor and constituent data to drive college advancement programming. Advancement Operations is the junction between the human face of Dickinson, the

technology we use to achieve our goals, rigorous standards set by industry guidelines and the needs of our donors and constituents.

- The mission of Analytics & Institutional Research is to help the Dickinson community use data to inform decision making at a range of levels, as well as gather and report data to external constituencies. This support is given partly by developing and administering surveys as well as collecting and analyzing data from a variety of systems on campus and educating other campus constituents.
- The mission of the Office of Alumni Engagement is to increase overall alumni engagement with Dickinson College by providing lifelong learning and experiential programs, volunteer programs, and meaningful communications. These initiatives strengthen Dickinson's reputation and ability to recruit students; provide networking, career and mentorship opportunities for students; and deepen the philanthropic pipeline for our college.
- The mission of the Office of Annual Giving at Dickinson is to raise funds annually from alumni for the college through mass outreach, volunteer contact, reunions and personal engagement. The work of the Annual Giving team builds the future pipeline for all Advancement departments including Major Gifts, Leadership Giving, Planned Giving and Principal Giving. The Annual Giving office works to engage alumni by deepening their connection to Dickinson through volunteer fundraising, philanthropic commitments and to educate our alumni and student communities on the importance of giving annually at any gift level.
- Dickinson Athletics commits to the relentless pursuit of competitive excellence in every endeavor. We prioritize the development of well-being of our Red Devils as fierce competitors, engaged community members and global citizens and leader. We proudly Wear the Red!
- The mission of the Dickinson College Store is to fuel school spirit and represent Dickinson in style by providing apparel and merchandise that reflect pride in the college, with a focus on sustainability and thoughtful solutions to students, alumni, parents, staff, and the broader community. These products contribute to Dickinson's mission by promoting the college's identity, supporting environmental responsibility, and addressing campus and student needs in a smart and sustainable way.
- The Office of Budget and Grant Management Budget Office is charged with two responsibilities: budget and post award grant management. For budget, our mission is to develop and implement a balanced budget by providing timely and accurate data regarding spending and projected need to board members, faculty, staff, and students. The budget cycle contributes to Dickinson's mission by providing historical data on spending, projecting need based on a variety of factors and creating a balanced budget as a framework for spending. Grant management requires recording, reporting, and tracking of spending related to awarded grants and in accordance with GAAP and agency guidance.
- Campus Life's mission is to provide opportunities for students to develop skills that enhance lifelong problem solving, relationship-building, and decision-making abilities in a complex,

global society. These experiences contribute to Dickinson's mission by engaging in innovative strategies and collaboration with campus partners across divisions.

- The mission of the CARE Team is to:
 - Coordinate a structured method for addressing student behaviors that cause distress in the Dickinson community, including mental health and/or safety issues
 - Assess the whole situation, combining information from various areas across the campus
 - Respond to balancing the individual needs of the student and those of the greater campus community
 - Educate the Dickinson community by creating awareness and providing access to resources for student support
- The mission of the Office of Conferences and Special Events is to utilize the human and physical resources of Dickinson College to meet the educational and programmatic needs of the institution and the general public.
- The Division of Diversity, Equity, & Inclusion fosters an environment where every Dickinsonian, particularly those most at the margins, has the agency and support to realize their highest potential as their authentic and whole selves. We are committed to enabling an engaged community where diversity and access are embraced and integrated as fundamental priorities of our institution. We facilitate understanding, dismantle barriers, and champion a culture of belonging that reflects, celebrates, and values the rich variety of lived experiences across our campus and the world. We achieve this primarily through inclusive practices, equitable policies, and educational initiatives.
- The mission of Enterprise Applications is to oversee the operations of software solutions and partner with Dickinson constituents to enhance business processes through technology, improving process efficiency, data management, and analytics. As a strategic campus partner, we strive to deliver solutions to promote operational excellence and prepare the college for the future.
- The mission of the Office of Financial Aid is to help students and families manage the costs of higher education by providing them with financial aid information, resources, and services. These include but are not limited to transparent and easy-to-read financial aid offer letters, loan counseling and financial literacy services. Our office is committed to making a Dickinson education accessible and affordable.
- The Financial Operations department is committed to advancing the strategic mission of the College by:
 - Ensuring the ethical stewardship of, and accurate reporting on financial resources.
 - Cultivating an environment of flexibility, reliability and responsive service.
 - Collaborating and communicating effectively with colleagues across campus.
 - Developing "the human resource" through training and education.
- Human Resource Services is committed, in partnership with the college and local communities, to attract and retain a diverse workforce of creative, motivated and engaged individuals whose leadership and contributions support the college's mission and values. Our

department helps foster individual growth and oversees campus training and development, organization development, recruitment and employment, performance management, employee relations and compensation and benefits. Our commitment to the college community includes a philosophy of work-life balance to enhance the overall well-being of individuals, supported through employee wellness programs.

- The mission and charge of the Infrastructure Systems and Information Security is to operate, manage and maintain a robust, secure and efficient fixed and wireless network, network server environment, manage and maintain the college's core database systems, campus telephone service, cable TV system and the campus fiberoptic and copper cable plants. The department is also responsible for the college's security posture and developing sound security practices and policies to assist the campus community in protecting the integrity of college owned data and information.
- The mission of the John M. Paz '78 Alumni & Family Center is to provide a space where current and future Dickinsonians can cultivate a deeper connection with the campus community and each other through academic, professional and life experiences. The Paz Center provides a space for socializing, engagement, networking, meeting, connecting, and celebrating the achievements of the Dickinson community. With several event and meeting spaces and overnight accommodations, the Paz Center is the perfect place for these relationships to develop and thrive. This space, offering the opportunity for lifelong connections, lends itself to the preparation of our students to thrive as engaged citizens throughout their lives.
- The mission of the Major and Planned Giving Program is to create the pathways for donors to realize their greatest philanthropic priorities through gifts to Dickinson College. We do this by fostering authentic, interpersonal relationships between our team and parents/alumni/friends of the college and working with all parties to create a clear, shared understanding of college priorities. As donor and institutional priorities align, we solicit individuals for four- to seven-figure gifts that meet these shared personal and institutional goals. The leadership giving program serves as a pipeline for the major and planned giving program by identifying donors who can make 6-figure gifts; the major and planned giving program also serves as a pipeline for the principal gifts program by identifying donors who have the interest and capacity to make transformational, multimillion dollar gifts to Dickinson. Philanthropy, through the major and planned giving program, contributes to Dickinson's mission by providing financial resources, as well as alumni/parent/friend talent and connections that serve individual students (from scholarship support to internship opportunities and beyond), faculty and staff to meet the priorities outlined in the college's Strategic Plan.
- The mission of Marketing & Communications is to inspire and engage diverse audiences through compelling storytelling and strategic communication, elevating Dickinson College's reputation as a premier liberal arts institution renowned for academic excellence, global citizenship, and transformative experiences.
- The mission of the McAndrews Fund for Athletics is to raise funds annually from alumni, parents, friends, and fans of Dickinson Athletics through mass outreach, volunteer and

coach contact, and personal engagement. The work of the McAndrews Fund builds a pipeline for major gift opportunities to support the Athletic Department. The McAndrews Fund works in partnership with administrators, coaches, and staff members in the Athletic Department to deepen connections to the Athletic Department that lead to the generosity of donors to support a wide range of initiatives in athletics including annual support of individual teams and programs, facility renovation projects, and permanent endowment support for Dickinson Athletics.

- The mission of the Office of Parent & Family Engagement at Dickinson is to cultivate a strong, collaborative partnership with Dickinson families, recognizing them as vital contributors to the success of the college community. We are committed to creating opportunities for meaningful engagement, open communication, and active involvement of Dickinson families. By fostering an environment where parents are encouraged to support and contribute philanthropically to the college, we aim to enhance the educational experience, promote institutional growth, and provide resources so that the Dickinson community may remain aspirational in its offerings, inside the classroom & beyond, for generations to come.
- The Dickinson Print Center's mission is to provide efficient, reliable, and innovative high-quality printing and copying services to support academic and administrative needs while fostering a sustainable and collaborative college community.
- The mission of the Prospect Research and Strategy Department for College Advancement is to support Dickinson College's fundraising efforts by providing high-quality research and strategic insights to our advancement team. These services contribute to Dickinson's mission by identifying and engaging potential donors, optimizing fundraising strategies, and ensuring that our efforts are data-driven and aligned with the college's goals.
- At Dickinson Public Safety, we value the partnerships we establish with members of the Dickinson community. Safe, supportive communities occur only with community involvement, and safety and security must be a collaborative venture. Public Safety strives to foster and encourage student-Public Safety partnerships to aid in crime prevention and to develop and maintain positive communications and mutual understanding and trust between students and Public Safety. By adopting a holistic approach to community policing, Public Safety provides service consistent with the mission of the college and the Division of Student Life.
- The mission of the Registrar's Office is to uphold the College's academic policies and maintain related procedures while safeguarding the integrity, accuracy, and privacy of student records. The Office of the Registrar plays a key role in the development and implementation of the vision and shared values of Dickinson College. We support the college community by encouraging students in ownership of and responsibility for their own education, protecting the integrity of a Dickinson degree, while appreciating the diversity and individuality of each person, accurately and efficiently maintaining and communicating information utilizing advancing technology, providing access to academic records in compliance with federal and

professional standards, and operating as a team to uphold college and faculty instituted policies and procedures in a just and compassionate manner

- The mission of the Sponsored Projects Office is to encourage Dickinson faculty to develop their research and scholarship through supporting them in securing external funding to realize their aspirations. This work contributes to Dickinson's mission by positively impacting faculty scholarly pursuits, which in turn enhances the student experience.
- The Student Accounts Office is committed to uphold Dickinson College's mission and policies by providing high quality service, efficiently and effectively to students, faculty, staff, and constituents, and maintaining the accuracy, privacy and integrity of student and non-student financial records.
- The student conduct process at Dickinson College is integral to fulfilling the institution's mission of preparing students for engaged citizenship. This process, overseen by the Vice President and Dean of Student Life's Office, encompasses both social and academic misconduct and is designed to balance procedural fairness with educational value for the participants.
- The mission of The Title IX and Sexual Respect Office is to support a safe, inclusive, and equitable environment for all members of our campus community. Our mission aims to address sex-based discrimination, including sexual assault, dating violence, domestic violence, and stalking. We do so by enforcing policies, providing training and education, providing help and support services to individuals impacted by such incidents, and maintaining collaborative partnerships on and off campus.
- Treasurer's Office: The purpose of an endowment is to provide a common source for new and existing funds to be collected, invested and grown, and to maintain the institution for future generations by establishing a secure financial health. Institutions use the investment returns for various financing expenses and balance the use between current and future spending needs. It is a strategic goal to only use a portion of these returns to avoid diminishing the endowment corpus over time. The College has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the College must hold in perpetuity or for a donor-specified period, as well as board-designated funds. Under this policy, as approved by the Board of Trustees, the endowment assets are invested in a manner that is intended to produce results that exceed the endowment spending rate plus inflation, defined as the Consumer Price Index plus 1 percent, while assuming a moderate level of investment risk. To manage volatility, the spending rate is calculated on a 12-quarter moving average of the endowment's fair market value. To satisfy its long-term rate of return objectives, the College relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The College targets a diversified

asset allocation that places a greater emphasis on equity-based investments to achieve its long-term risk-adjusted return objectives within prudent risk constraints.

- The mission of User Services is to support the academic and administrative goals of Dickinson College by providing current, secure, and dependable technology options to the campus community. This includes purchasing, setting up, fixing, and solving problems with hardware and software; facilitating Help Desk support via walk-in, phone, email, and chat; training users on supported software and IT systems; creating and applying technical solutions; and providing residential network support for student personal devices. These services contribute to Dickinson's mission by enabling faculty, staff, and students to access, use, and create digital resources that enhance teaching, learning, research, and administration.
- The Wellness Center staff at Dickinson College provide integrated and holistic care to support the physical, emotional, and psychological well-being of our students. In alignment with Dickinson's commitment to fostering a diverse, inclusive, and resilient campus community, the Wellness Center promotes student success through proactive education, accessible clinical services, and collaborative partnerships across the College and greater Carlisle community.
- The Women's and Gender Resource Center promotes and fosters gender education and equity by providing resources, sponsoring events and educational opportunities, and encouraging conversation and dialogue. Practicing an intersectional approach, the WGRC values collaboration and partnership as it works toward equity and social justice. This office's work directly aligns with the college's inclusivity goals of embedding inclusivity in the college culture, expanding and deepening learning and skill development for all members of the community, and cultivating a diverse campus community that reflects the broader world.