



wittenberg
UNIVERSITY



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Introduction



WITTENBERG UNIVERSITY INVITES NOMINATIONS AND APPLICATIONS FOR ITS 16TH PRESIDENT.

Wittenberg seeks an inspiring and strategic leader who will bring fresh vision to this distinctive institution. The next President will have the opportunity to foster a shared strategic vision for the future of Wittenberg, expand the University's resource base and enhance fundraising efforts, strengthen enrollment management initiatives and marketing, be a visible and engaged community member, and build and sustain a robust curriculum that showcases academic excellence. The next President will be the chief advocate for Wittenberg and an accomplished relationship builder internally and externally who will support Wittenberg's growth and enhance its visibility locally, regionally, and nationally.

About Wittenberg University

FOUNDED IN 1845 and affiliated with the [Evangelical Lutheran Church in America](#) (ELCA), Wittenberg University is located in Springfield, Ohio, on 114 wooded acres. Among America's most beautiful campuses and newly designated as an arboretum, Wittenberg is accredited by the Higher Learning Commission, a regional accreditation agency recognized by the U.S. Department of Education. Find the HLC Mark of Affiliation and programmatic accreditations [here](#).



Wittenberg's Mission



Wittenberg University provides a liberal arts education dedicated to intellectual inquiry and wholeness of person within a diverse residential community. Reflecting its Lutheran heritage, Wittenberg challenges students to become responsible global citizens, to discover their callings, and to lead personal, professional, and civic lives of creativity, service, compassion, and integrity.



WHOLENESS OF A PERSON

Members of the Wittenberg community support each other in the personal search for balance that characterizes wholeness of person. To promote leadership, confidence, and community engagement, we help every student develop in harmony intellectual capabilities, aesthetic sense, physical well-being, spiritual identity, and social relationships.

COMMUNITY OF LEARNERS

A purposeful and intentionally diverse community, centered on a residential campus, sustains education in the liberal arts and the exploration of complex and competing ideas within an ethos of accountability and support. From this community, we serve and engage our urban home of Springfield and the broader communities around the globe. By affirming the dignity of every person and fostering a spirit of respect, we create and expand opportunities to pursue knowledge in and out of the classroom.

LUTHERAN HERITAGE

Wittenberg expresses its Lutheran heritage through its continuing relationship with the Evangelical Lutheran Church in America, its welcome to people of all beliefs and backgrounds, its commitment to academic freedom and excellence, its exploration of the relationship between faith and learning, its promotion of campus worship life, its encouragement of reflection upon religious views and values, and its commitment to service to the community and the world.



GLOBAL CITIZENSHIP

A Wittenberg education prepares students for the challenge and responsibility of global citizenship. Through our curriculum, study-abroad opportunities, and the enriching presence of international students, we engage the complexity of the human experience, learning about and from cultures around the world. We are committed to providing opportunities for students to interact with others of widely different backgrounds, seeking common solutions to problems facing our world.

CALLING

Wittenberg values the unique contributions each individual can make in responding to the needs of neighbors both near and far. We encourage all students to discern their vocations and to understand the meaningful connection between self-fulfillment and service to the world.

CREATIVITY

Creativity is central to the study of the arts and sciences and to problem solving in all areas of inquiry. Creativity requires the free and open exchange of ideas, the ability to value and imagine different perspectives, and the intellectual tools necessary to make personal contributions in any area of study. We are committed to providing opportunities for students to explore new areas of knowledge and to form the intellectual associations supportive of the creative life.

SERVICE

Service provides an intentional opportunity to give back to the world and to promote social justice. Service requires us to learn about community needs, about who we are, and about what we can contribute. We are dedicated as faculty, staff, and students to advancing the common good as local citizens and as members of the global community.

COMPASSION

Compassion requires a broad knowledge of ourselves and of others, and of all our joys and ills. It combines an awareness of suffering with a desire to respond. At Wittenberg, we educate the mind to understand, and we educate the heart to care.

INTEGRITY

Integrity means honesty and fidelity to the highest ethical standards, which are fundamental to teaching, learning, and personal growth. We encourage our students to pursue knowledge and truth with moral courage and reflection, and so to live their lives.





Living in
Springfield



NESTLED IN THE HEART OF SOUTHWESTERN OHIO,

Springfield embraces the University and provides an array of opportunities for Wittenberg students, faculty, and staff. Its close proximity to highways and airports provides easy access to larger cities like Columbus, Cincinnati, Indianapolis, and Chicago.

With more than 60,000 residents in the city and more than 100,000 residents in Clark County, Springfield is a thriving community with a landscape highlighted by a range of trees that have earned recognition on a “best in the nation” survey. Springfield boasts many “hands-on” learning and serving experiences, as well as shopping, restaurants, cinemas, parks, a reservoir at [Buck Creek State Park](#), the Springfield Museum of Art, the Springfield Civic Theatre, and a [performing arts center](#) that brings world-class entertainment to town. Annual noteworthy events include the Springfield Symphony Orchestra’s Lunch on the Lawn Series and the Kiwanians Jazz and Blues Festival. In addition, visitors travel many miles to visit such local attractions as the [Summer Arts Festival](#) in Veterans Park, [Frank Lloyd Wright’s Westcott House](#), and the [Heritage Center Museum](#).



Three major Ohio cities – [Cincinnati](#), [Columbus](#), and [Dayton](#) – are located near Springfield. Interstate 75, one of the nation’s busiest north-south corridors, can be accessed just 20 minutes west in Dayton, downtown Columbus is an hour drive to the east with interstate connections throughout the Midwest, and Cincinnati is approximately 90 minutes to the southwest.

The [Greater Springfield Convention and Visitors Bureau](#) provides an outstanding resource for those wanting to learn more about the area. [Visit this page](#) to learn more about where Wittenberg students most like to go when they’re not on campus.





A Wittenberg Education

A Wittenberg education consists of three parts: a broad base in the liberal arts, an intensive course of study in a major, and an enhanced course of study that makes up a minor or electives. Wittenberg also places considerable emphasis on strong speaking, writing, critical thinking, and research skills to ensure that its students are competitive grad school applicants, outstanding future employees, and global leaders. At the same time, a Wittenberg education provides an in-depth investigation of human behavior and diversity. Wittenberg undergraduates enjoy more than **30 major opportunities and 40 minor options** that span the humanities, social sciences, health, business, and STEM disciplines with a 12:1 student to faculty ratio.

Wittenberg's **Connections Curriculum** provides opportunities for students to gain a solid academic foundation in multiple disciplines and then connect their classroom knowledge with practical situations, testing new skills in the wider world. Students will apply concepts from their coursework to **experiential learning opportunities** like civic engagement, internships, and research. These experiential learning opportunities also connect students with future collaborators, potential employers, mentors, and the community. The Connections Curriculum challenges students to become responsible global citizens, to discover their callings, and to lead personal, professional, and civic lives of creativity, service, compassion, and integrity.



Wittenberg's pre-professional programs provide outstanding preparation to students interested in pursuing a specialized field of study in graduate school.

Through comprehensive advising about course selection, co-curricular activities, leadership opportunities, internships, research projects, and graduate entrance exams, our experienced faculty advisors will help students to become the best, most well-rounded applicant possible when applying to graduate and professional programs.



A Wittenberg education prepares students for a wide range of professional opportunities, including:

[Pre-Chiropractic](#)

[Pre-Law](#)

[Pre-Pharmacy](#)

[Pre-Dentistry](#)

[Pre-Occupational Therapy](#)

[Pre-Physical Therapy](#)

[Pre-Engineering](#)

[Pre-Optometry](#)

[Pre-Veterinary](#)

[Pre-Health](#)



To fully prepare students with the credentials required for their chosen profession, Wittenberg has expanded academic opportunities by offering cooperative programs with some of the nation's most distinguished universities.

In many of these programs, students spend their first three years at Wittenberg before continuing their studies at the partner institution. Upon successful completion of the first year at the partner institution, students typically receive their bachelor's degree from Wittenberg. Although admission to most of these programs is not guaranteed, Wittenberg students have achieved high placement rates over the years. New for Fall 2024 is the [Dual-Degree Program Fully on Campus: B.A. in Physics from Wittenberg and B.S. in Engineering from Indiana Tech.](#)



Cooperative programs include:

[Engineering: 3-2 programs with Case Western Reserve University and Columbia University](#)

[Forestry and Environmental Studies with Duke University](#)

[History with Miami University \(Ohio\)](#)

[Mathematics with Miami University \(Ohio\)](#)

[Occupational Therapy: 3-2 program with Washington University](#)

[Social Work: Bachelor's to Master's with Case Western Reserve University](#)

Wittenberg also has articulation agreements with the following schools and programs:

[Athletic Training with Ohio University](#)

[Law School with Capital University](#)

[Occupational Therapy with Wilmington College](#)

[Medical, Dental, and Pharmaceutical Early Acceptance Program with the Lake Erie College of Osteopathic Medicine](#)



A fully accredited university in the liberal arts tradition, Wittenberg welcomes students at any point in their educational journey. The University offers small, dynamic classroom settings and provides personal advisors who can guide and direct the entire educational experience. Graduate programs include the following:

[Master of Arts in Education](#)

[Master of Science in Analytics](#)

[Master of Arts in Sport Administration](#)

[Post-Master's Certificate in Nursing Education](#)

[Financial Planning Post-Baccalaureate Certificate](#)





Flyers Thru Together



Student Life



As of Fall 2024, Wittenberg University has a student population of 1,207 undergraduates and 47 graduate students representing 30 states and 10 countries. Our students identify as 52 percent male and 48 percent female. Students of underrepresented groups comprise 29 percent of the student body; 38 percent of students are Pell-eligible, and 12 percent are first-generation college students. Though many come from across the country, 78 percent of Wittenberg students hail from Ohio. Most students live on campus, though 142 students commute. Of full-time students, 99 percent receive financial aid, and Wittenberg has a 97 percent placement rate into jobs or graduate school.



Students annually perform more than 25,000 hours of **community service** in the local community and beyond. Participation in **fraternities & sororities** is a popular way to engage at Wittenberg. Currently, there are more than 50 **active clubs and student organizations** on campus.



More than **50 percent** of students participate in intercollegiate athletics.

Wittenberg University has long been a pioneer in athletics and recreation, offering a broad-based intercollegiate athletics program and leading the way in competitive opportunities for female student-athletes. Its fully renovated and expanded 265,000-square-foot Health, Wellness, and Athletics Complex is highlighted by its centerpiece, The Steemer, a state-of-the-art indoor practice and competition facility.

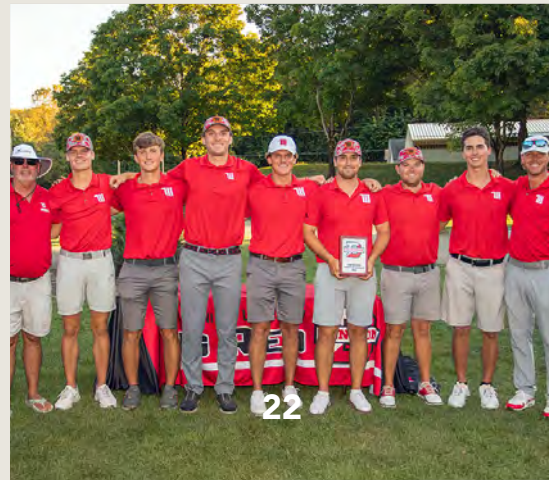




Tiger teams have enjoyed tremendous success in **intercollegiate competition** dating back to the late 1800s, and today Wittenberg boasts the men's basketball program with the most wins and the football program with the second-most wins in NCAA Division III history. Wittenberg teams have won nine NCAA team titles across four sports (football, men's basketball, women's volleyball, men's golf), Tiger teams have won more than 120 North Coast Athletic Conference (NCAC) team titles across 19 different sports since becoming a member in 1989, and more than 500 athletes representing more than 20 different intercollegiate sports have earned All-America awards dating back almost a century.



With 22 intercollegiate teams – 11 for men and 11 for women – in addition to numerous **club sport** opportunities, Wittenberg has something to meet every student's needs and interests. As a member of NCAA Division III and the NCAC, Wittenberg is committed to its **Mission & Values** that promote the wholeness of person and a balance between competitive opportunities and academic success.



One of the most exciting aspects of Wittenberg University's Connections Curriculum is **FIRE Week: Focused, Integrated, Reflective, Experience**. During this time, students have a chance to engage in-depth with faculty, staff, and other students on a wide range of topics.

In 2024, students had the opportunity to study the politics of water in California; explore shipwrecks and lighthouses in Michigan; to consider the odds and history of gambling in Las Vegas; investigate the history of the Underground Railroad in Cincinnati; examine the question of leadership; learn what marine biologists do; to study Black history in Washington, D.C.; and get an inside look at the Clark County justice system, among other programs. Details about Spring 2025 FIRE Week study options can be found [here](#).



FIRE Week
Igniting Your Passion



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Community



The **Wittenberg Alumni Association** represents more than **26,000** proud, active, and passionate alumni living in every state in the United States. It boasts a large national presence through alumni chapters across the country in cities such as Columbus, Cincinnati, Denver, Chicago, New York, Los Angeles, and Washington, D.C.

The mission of the Wittenberg Alumni Association is to serve as a liaison for Wittenberg University by engaging in and connecting with the alumni body for the purpose of supporting the University's mission and goals. The affairs of the Alumni Association shall be supported by the Alumni Association Board.



Learn more about the Alumni Association:

- [Alumni Board](#)
- [Constitution & Bylaws](#)
- [Chapters & Societies](#)





As of November 1, 2024, Wittenberg had 141 faculty members; 68 percent were full-time, 32 percent were part-time. Of the full-time faculty, 73 percent had tenure, and the proportion of full-time faculty teaching undergraduate credit hours was 88.3%. There were 198 staff members, 85 percent of which were full-time employees.

Fifty-five percent of faculty and 54 percent of staff were women and 45 percent of faculty and 46 percent of staff were men. Thirteen percent of faculty and 11 percent of staff identify as members of underrepresented groups.



Wittenberg is committed to a community that respects difference and creates a sense of belonging for students and faculty alike. The intimacy of the Wittenberg community is a value cherished by students, faculty, staff, and alumni, and the University's core values stress service to others. The University explains its commitment to values of Diversity, Equity, and Inclusion as follows:



Wittenberg University believes in fostering an inclusive, equitable campus climate and culture where all members of our diverse residential community can thrive. We aspire to attract and retain a diverse faculty, staff, and student body. A diverse and inclusive campus enhances the living, learning, and working environment for every member of our community. Wittenberg commits to embracing a culture of respect and civil discourse, and to preparing the members of our community to engage and succeed in an increasingly diverse environment.

The students, faculty, and staff at Wittenberg come from many backgrounds. Our community reflects diversity in socioeconomic status, race/ethnicities, ages, gender identities and expressions, sexual orientations, physical and cognitive qualities, nationalities, religious and nonreligious backgrounds, political beliefs, and work experiences. At

Wittenberg, we abide by core values that speak to affirming the dignity of every person, and to educating the mind to know and the heart to care. As a campus, we value access to diverse opinions and the ability to learn from those with different perspectives as an asset and essential to our core values.

As we encourage free speech and inquiry, we also are committed to assuring responsibility and accountability for our words and actions. We believe there is a balance between unrestricted inquiry, personal responsibility, and accountability. Maintaining this balance is essential in order to create an inclusive, equitable, and safe living and learning community for all. As an institution, we are committed to working with groups to ensure they have representation, voice, and dignity.

(From the President's Council on Diversity, Equity, and Inclusion)



Financial Future

Largely as a result of enrollment declines over the past five years, Wittenberg currently faces a challenging financial environment. Enrollment declined 31% since 2017, while campus maintenance and insurance costs drove expenses higher.

For fiscal year 2024, the University incurred an operating deficit. The Board has adopted a financial recovery plan to navigate the next three years that relies on personnel restructuring and other cost cutting measures, an elevated payout rate on the roughly \$75M endowment, utilization of unrestricted endowment funds, and tuition revenue recovery through creation of new programming. Despite cost cutting measures implemented in the summer of 2024

– which included the elimination of 24 faculty lines and 45 staff positions, as well as a number of academic departments – its approved fiscal 2025 budget continued to show an operating deficit, in part because several of the faculty lines eliminated will not realize savings until fiscal 2026.

The University has approximately \$50M in operating expenses, \$36.2M in long-term debt, and a \$5M line of credit. It has implemented new recruitment and marketing systems to improve enrollment outcomes. It is also negotiating the sale and leaseback of a number of properties adjacent to campus that serve as student housing, improving the balance sheet and generating additional short-term liquidity.





The Having Light: The Campaign for Wittenberg University concluded in 2023, having raised **\$113,292,118** – \$13M more than its goal. It was the largest fundraising campaign in Wittenberg’s history, and it expanded the base of active donors engaged with the University almost threefold. This elevated degree of engagement has benefitted subsequent annual giving efforts and created a foundation for the next campaign, which the new president would launch and lead during their tenure.

Wittenberg’s current Strategic Plan is organized around three main pillars: **Belong and Thrive**, **Engage and Excel**, and **Compete and Win**. Initiatives organized around each of these pillars illustrate the University’s ongoing efforts to center student engagement and success. Some examples include:

Belong and Thrive

Developing more focused retention strategies: Wittenberg launched a new success advisor initiative to support all incoming students.

Creating a diverse community of connection: A new assistant dean for diversity, inclusion and belonging, who also serves as director of the William A. McClain Center for Diversity, is helping Wittenberg build a community of connection.

Engage and Excel

Investing in infrastructure for enhanced living and learning: The University is beginning to address upgrades to student housing and activity spaces to enhance the on-campus experience.

Expanding experiential learning: The University has a robust internship and service-learning program integrated with the surrounding community, utilizing greater Springfield as a learning laboratory.

Compete and Win

Leverage key differentiators: The University is attracting students locally through expanded summer athletic camps, and from afar through its Master in Data Analytics, in partnership with international recruitment partner UHUB.

Establishing new or expanded programs: The University is developing new pre-professional programs with a range of partners, and recently launched a new eSports team garnering significant student interest.



Wittenberg's President

The President serves as the chief executive of Wittenberg University.

Reporting to and working closely with an accomplished, supportive, and highly engaged **Board of Directors**, the President will connect with the community to develop and execute overall institutional strategy and lead faculty and staff, alumni and students to follow passionately the mission for growth. To aid in carrying out these duties, the President supervises and works collaboratively with the following direct reports:

- Provost
- Vice President for Finance and Administration
- Vice President for Enrollment Management
- Vice President of University Advancement
- Vice President and Dean of Students
- Vice President for Marketing and Communications
- Vice President & Director of Athletics and Recreation

A number of these senior roles are currently filled by interim appointees, so the next President will have the opportunity to quickly assemble their own leadership team.



Wittenberg University finds itself at a moment of inflection, primed for a visionary and courageous leader to join the community and navigate uncertain times toward a promising future. The University seeks a leader who will unite the community to overcome continued enrollment and financial challenges and rally the campus around a clear vision of the University's future. Among the key priorities for the next President are:

Define a strategic vision and articulate a clear identity for Wittenberg that aligns enrollments, staffing, and the curriculum: Like many small liberal-arts institutions, declining enrollments have challenged Wittenberg University in recent years. In collaboration with the Board and in dialogue with the campus

and alumni, the President will lead the community in identifying points of distinction that clearly define the value of a Wittenberg education today and in the future.

While continuing to champion a student-centric approach that balances a strong liberal arts core, attractive pre-professional

programs, and a robust Division III athletics program, the President will be the chief advocate for Wittenberg to prospective students, continuing and prospective donors, and the campus community. A priority for the President will be to deepen the sense of belonging on campus through opportunities and programs that appeal to a broad range of interests, ensuring that students from all backgrounds, including non-athletes, feel welcome and supported, and that Wittenberg can retain them.

The President will guide potentially difficult decision-making in order to prioritize elements that align with this

vision. Furthermore, the President will recognize the need to balance investment in new forward-looking initiatives with the need to ensure that fundamentals, such as IT, campus facility maintenance, support staffing, and other often “behind the scenes” but essential elements of campus operations are in good health to support the further innovation and revenue generation.

Lead the campus through a process of strategic planning and execution:

The campus community most recently engaged in strategic planning in 2021 and is now in the implementation phase of its plan. The next President will review and revise these priorities in light of current enrollment and financial realities, employing an

inclusive process that ensures all stakeholders have voice. The new President will work carefully and collaboratively to meet the tangible goals, emphasizing transparency and accountability.

Bolster revenues and maintain a balanced budget:

The President will serve as the central fundraiser for the University and will devote significant time and effort to engaging with alumni, external partners, foundations, and others who will support the University financially and otherwise. The President will organize and lead, with the support of advancement staff and the Board, efforts to fundraise significant resources for strategic priorities. A major restructuring announced in the summer

of 2024 was an important step in aligning revenues and expenses; additional steps will be needed to achieve sustainability. In addition to increasing fundraising activity and managing expenses, the President will think broadly about revenue-generating activities, from enrollment to optimization of campus facilities and land, all while keeping a careful eye on achieving and maintaining a balanced operating budget.

Forge a culture of trust through frequent and transparent communications as a visible and accessible member of the Wittenberg community:

The next President will recognize that Wittenberg’s greatest asset is its people. Deeply

devoted to the University and its mission, faculty, staff, students, and alumni are eager to work with the new President to help achieve a fresh vision for the University. Through early, frequent, and honest communication, the President will be an accessible and visible leader who will set high standards and with whom the community will feel comfortable and championed. The President will be a well-known, approachable entity on campus, visible at events and leading by example.

Develop and deepen external partnerships: The ties between the University and the town of Springfield run deep. Recognizing that their histories and their futures are linked, the President will establish and deepen ties between the campus and the town, as well

as the broader region, to enrich the experience of faculty, staff, students, and all community members. The next President will be prepared to engage with civic organizations and alumni to ensure that Wittenberg remains accessible to off-campus friends and identify mutually beneficial relationships that further the University's curricular, co-curricular, and financial objectives.

Build a dynamic senior leadership team: Recent departures have left several significant roles open. The next President will have the opportunity to define, hire, and develop their own leadership team to lead Wittenberg into its next chapter.



Wittenberg's next President will demonstrate many of the following qualifications and experiences:

- Leadership in a similarly complex organization with multiple engaged stakeholders;
- An ability to conceive and implement collaboratively an institutional vision and inspire enthusiastic support across all constituencies;
- Superb communication skills, able to connect across diverse audiences and articulate the value and relevance of liberal arts education;
- Proven business acumen with nuanced understanding of revenue generation and enrollment trends and pressures facing higher education;
- Demonstrated success and enthusiasm for fund raising;
- Significant record of accomplishment in hiring, empowering, and retaining diverse and high-functioning teams;
- Record of innovation in providing academic excellence across curriculum, programs, and the holistic student experience;
- Proven leadership in championing an inclusive and diverse living and working community, as well as a record of implementing equitable and inclusive processes and practices;
- Record of effective engagement with board of trustees and other volunteer leadership;
- An ability to use data effectively to set ambitious but realistic goals and measure success; and
- Evidence of scholarly, creative, or professional accomplishment necessary to engage a robust academic community.

To function best in the Wittenberg community, the President should be:

- An open, accessible leader, who demonstrates active and enthusiastic engagement on campus and in the community;
- Entrepreneurial and optimistic in their approach and perspective;
- Student-centered with deep appreciation for the residential experience, including the role of Division III athletics;
- Skilled in leading and navigating institutional change and crisis with grace and compassion;
- Highly relational, able to make authentic connections with faculty, staff, students, alumni, donors, and parents;
- A clear and transparent communicator, able to lead challenging and difficult conversations across differences;
- Committed to the principles of shared governance of an academic institution; and
- Able to demonstrate the highest integrity.





This is a full-time position that will be performed on site in Ohio. Salary will be commensurate with experience. The President will reside on campus in the spacious, recently renovated [Benjamin Prince House](#).



Application & Contact Information



Nominations and inquiries should be submitted electronically as soon as possible to the email address below. The search committee will begin to evaluate applications in January 2025. Although applications will be welcomed until the time that a new President is selected, candidates should submit materials before February 24, 2025, to ensure fullest consideration. The next President is expected to begin in the role on July 1, 2025. Applications should include a CV and a letter of candidacy that responds to the agenda for leadership and the desired qualities and qualifications for the President of Wittenberg University. All application materials will be considered in full confidence and should be submitted via the [**Talent Profile**](#).

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As an institution that values the dignity of all, the University adheres to all federal and state civil rights laws banning discrimination in private institutions of higher education. Wittenberg University does not discriminate on the basis of age, race, color, creed, religion, ancestry, national or ethnic origin, sex/gender, sexual orientation, gender identity, disability, genetic information, military status, veteran status, familial status or any other protected category under applicable local, state or federal law, ordinance or regulation. This includes protections for those opposing discrimination or participating in any complaint process on campus or within the Equal Employment Opportunity Commission, Ohio Civil Rights Commission or other human rights agencies, as well as in the planning and administration of its admissions policies, educational programs, scholarships, loans, and other financial aid, athletic and other school-administered programs, services, and activities, or in employment. Sexual harassment, which includes acts of sexual violence, is a type of sex discrimination.

The University does not tolerate discrimination, harassment, or retaliation on these bases and takes steps to ensure that students, faculty, staff members, and third parties are not subject to a hostile environment in University programs or activities. Protective measures are available during an investigation into allegations, and where harassment or discrimination is found to have occurred, the University will take appropriate steps to eliminate such harassment or discrimination, prevent its recurrence, and address its effects.