

# Graduate Affairs Council April 1, 2022

**ZOOM Meeting:** https://radford.zoom.us/j/94054003347 Password: Graduate

#### **Minutes**

Attendees: Ben Caldwell (Chair, Dean), Amy Rubens, (Vice Chair, Interim Assoc. Dean), Teri Hills (Graduate College, Recorder), Tracey Drowne (Graduate Recruitment), Becca Conner (Graduate Admissions), Emily Close (Graduate College), Michele Ralston (Graduate College), Zach Johnson (Graduate Admissions), Elizabeth Rice (Graduate Admissions), Ken Smith, Sarah Rabe, John Brummette, Alan Forrest, Sean Keck, Ben Bierman-Hanson, Brad Bizzell, Jeanie Everhart, Will Kolb, Tracy Cohn, Bruce Parsons, Philip Mongan, Matthew Brunner (Registrar's Office), Katie Katz, Karen Douglas, Jennifer Powell, Kay Johnson (Library), Riane Bolin, Sara Nicely, Lauren Flora, Jason Browning, Can Dogan, Jeff Pittges. Judy Jenks, Christi Callahan

- Meeting was called to order at 1:00 p.m. by Dr. Ben Caldwell, Dean
- Approval of minutes from March 4, 2022 minutes were approved with the note that Sarah Rabe needs to be added to the list of attendees.
- Announcements
  - ACPR Proposals
    - o Dr. Ben Caldwell announced that if programs had any changes that needed to be made to their program, including admission criteria that the proposals needed to be submitted through Curriculog by April 22<sup>nd</sup> to be approved at our last GAC meeting for the semester on April 29<sup>th</sup>.
    - o Dean Caldwell mentioned that programs would not be able to submit through Curriculog for a while during the summer.
  - 3MT
    - o Dr. Rubens announced that the 3MT Competition Awards Ceremony was being held via Zoom on April 6<sup>th</sup> at 6 p.m. and that everyone should have received an email about it and that the link could be found on the website.
  - Graduate Assistant Distinction Program
    - o Dr. Rubens announced that the deadline for submissions were due today, April 1<sup>st</sup> and that they had a healthy number of applicants for it.
    - Dr. Rubens mentioned that the committee would begin reviewing the portfolios on Monday and gave thanks to those who were signing off on the student's endorsement forms.
  - National Graduate and Professional Student Week (April 4-8)
    - o There will be a pizza party @ RUC for Graduate Students.

- Graduate Recruitment -
  - Tracey gave an update on all things recruitment that she had been working on this semester and a few items that were coming up at the end of the semester and new things on the horizon.
    - Dean Caldwell will be attending the 1<sup>st</sup> ever Roanoke Health Sciences Exploration Day – April 22<sup>nd</sup> 10 – 4 on behalf of Radford's RUC programs.
    - 1<sup>st</sup> ever RUC Graduate Programs Open House that was held on March 25<sup>th</sup> was very successful. Had both in person and virtual attendees.
    - Attended UNCW and Appalachian State Health Fairs
    - Attended an all majors fair in UNC Asheville; Marshall; Concord; Bluefield State, Longwood.
    - Had a Zoom meeting with a student organization from ETSU.
    - Participated in 3 RU Fairs and Amanda from SWVA HEC represented our programs on April 1<sup>st</sup> at Martinsville STEM fair.
    - Hosted a group from VA State on campus.
    - Worked on outreach on recruitment of working professionals by meeting with a few healthcare system CEOs
    - Working with Academic Advising to target more of our own students here at main campus and RUC.
      - a. Working on an "online" advising guide
      - b. Will be setting up info table in the advising center
    - Hosted quite a few tours
    - Had several meetings about offerings at the New College Institute HEC in Martinsville
    - Participated in Highlander Days
    - Now has a seat on the RU Scholarship Committee to look out for graduate students.
    - Redesigned our grad college brochure and banners and have scheduled photo shoots in some of our programs to get fresh photos for social media and brochures.
- Spring 2022 Graduation and Hooding Ceremonies -
  - Dean Caldwell announced that Stacey Price, a 2001 graduate from our Corporate and Professional Communication, now Strategic Communication program will be the guest speaker at Hooding this semester and that Colleen McNickle will be the student speaker.
- Subcommittee Reports
  - Academic Course and Program Review
    - o Agenda of items were given to GAC members when meeting invite went out on 3/31/2022. There was also an agenda sent out through Curriculog with all the proposals sent on 3/31/2022 as well.

- Dean Caldwell did a review of all proposals and then broke them down into groups for voting through polls within Zoom. All proposals were approved by a majority.
- Policies and Procedures Committee See attached.
  - Will vote on proposal that was submitted for review at the last GAC meeting of the semester on April 29<sup>th</sup>.
- Grievance Committee None at this time
  - Ad hoc GAC Bylaws Committee None at this time.
  - 3 Minute Thesis Committee This was covered under announcements.
- Old Business
  - Showed list of Graduate Faculty that had been approved since the last GAC meeting.
- New Business Proposal to rename the Graduate College.
  - Dean Caldwell stated that the new President -elect, Bret Danilowicz, has recommended that the name of the Graduate College not be changed to College of Graduate Studies. Instead he would like it changed to
  - Dean Caldwell updated the written proposal from the last meeting, with the new proposed new name of College of Graduate Studies, along with an edit of the history and justification for this name change and presented it to the GAC members.
  - Dean Caldwell opened up the floor for discussions, thoughts, suggestions or comments
  - on this name change. There were none.
  - Dean Caldwell then asked if there was anybody who would like to make a motion to approve this name change. Sarah Rabe made a motion and John Brummette seconded the motion.
  - Dean Caldwell then opened the floor up for further discussion. There was none.
  - A poll sent through Zoom was then sent out and 21 were in favor of approving the name change, 1 opposed. Majority won and the proposal would be sent to Faculty Senate for their approval.
- Dean Caldwell then asked if anybody had anything else they needed to discuss for the good of the order. Nobody said anything.
- Adjourn Meeting was adjourned by Dr. Ben Caldwell, Dean at 1:56 p.m.

# **Graduate Faculty Application Status**

The following have been approved as graduate faculty according to the specified qualifications for either full or associate graduate faculty status.

# Full Graduate Faculty Status - 5-year term Name Dept. Limitation(s)

Associate Graduate Faculty Status – 3-year term		
Name	Dept.	Limitation(s)
Joyce Cobbs	STEL-EdD	Capstone Committee
Robert Johnson Jr.	STEL-EdD	Capstone Committee
Marvin McGinnis	STEL - EdD	Capstone Committee
Forest Jones	STEL-EdD	Capstone Committee
Anastacio Marin Jr.	STEL-EdD	Capstone Committee
Susan Funk	STEL – EdD	Capstone Committee
Jeff Noe	STEL – EdD	Capstone Committee
Clifford Robertson	STEL-EdD	Capstone Committee
April Small	STEL – EdD	Capstone Committee
Richard Turner	STEL – EdD	Capstone Committee
Tamra Vaughan	STEL-EdD	Capstone Committee



Graduate College

# AGENDA/MINUTES ACADEMIC COURSE AND PROGRAM REVIEW COMMITTEE

#### I. Ed.D.

# A. New Course Proposals - all approved 4/1/2022

- 1. Create new course EDEF 825 as a part of the re-designed research courses for the Ed.D. in Education program. This course is number 1 out of 5. This course replaces the existing requirement for EDEF 850. ACPR Approved
- **2.** Create new course EDEF 835 as a part of the re-designed research courses for the Ed.D. in Education program. This course is number 2 out of 5. This course replaces the existing requirement for EDEF 820. **ACPR Approved**
- **3.** Create new course EDEF 845 as a part of the re-designed research courses for the Ed.D. in Education program. This course is number 3 out of 5. This course replaces the existing requirement for EDEF 830. **ACPR Approved**
- **4.** Create new course EDEF 855 as a part of the re-designed research courses for the Ed.D. in Education program. This course is number 4 out of 5. This course replaces the existing requirement for EDEF 840. **ACPR Approved**
- **5.** Create new course EDEF 865 as a part of the re-designed research courses for the Ed.D. in Education program. This course is number 5 out of 5. This course replaces the existing requirement for EDEF 860. **ACPR Approved**

### B. Program Revision - approved 4/1/2022

 Change the catalog description and update the overall requirements of the program to include the new courses that were listed above for the programs research - ACPR Approved

#### II. Public Health

# A. New Course Proposals - all approved 4/1/2022

- 1. Create new course HSCI 698 directed study to allow students to study an area of specific interest when requested by the student. Will not be a required course for the program and will only be allowed to use 3 credits of directed study towards graduation requirements. ACPR Approved
- **2.** Create new course HSCI 898 directed study to allow students to study an area of specific interest when requested by the student. Will not be a required course for the program and will only be allowed to use 3 credits of directed study towards graduation requirements. **ACPR Approved**

#### III. ENGL

## A. Course Revision - approved 4/1/2022

 Changing course title; catalog description and syllabus to ENGL 590- ACPR Approved

#### IV. MSN

## A. Course Revision - approved 4/1/2022

1. Changing catalog description and syllabus to NURS 605 to include information from IPEH 607 course that is being deleted from the concentration- ACPR Approved

# B. Program Revision - all approved 4/1/2022

- **1.** Changing the total number of credits for the Nursing Administration Concentration from 33 to 30 **ACPR Approved**
- **2.** Changing the course requirements for Nursing Administration Concentration from by removing IPEH 607. Content from this course is being added to the NURS 605 **ACPR Approved**

#### V. DNP

## A. Course Revision - all approved 4/1/2022

- 1. Changing course title; adding a prerequisite; changing catalog description; and changing grading from A-F to P/F scale for NURS 820 to better align with new accreditation requirements ACPR Approved
- **2.** Adding a pre- or corequisite and changing grading from A-F to P/F scale for NURS 821 to better align with new accreditation requirements **ACPR Approved**
- **3.** Adding a pre- or corequisite and changing grading from A-F to P/F scale for NURS 822 to better align with new accreditation requirements **ACPR Approved**
- 4. Adding NURS 701 as part of the curriculum for the Post BSN and Post MSN Psychiatric Mental Health Nurse Practitioner concentrations. These were submitted at the end of last fall and approved via ad-hoc committee but were not listed on the agenda on February 4<sup>th</sup> with the others for approval. **ACPR Approved**
- 5. Changing the course requirements for the DNP Post Certificate to reflect the course number change of NURS 824 to NURS 829. This proposal was submitted at the end of last fall on the same proposal as the title change and was missed to be voted on at the February 4<sup>th</sup> meeting. **ACPR Approved**

# **Policies and Procedures Committee Minutes**

#### March 18, 2022

1:00 p.m.

Zoom – See Outlook Calendar Invite / Email for Link and Password

**Attending members:** Amy Rubens (Graduate College, presiding), Zach Johnson (Graduate College Admissions), Karen Douglas (CEHD), Can Dogan (COBE), Jeannine Everhart (RUC), Sean Keck (CHBS), Bruce Parsons (CVPA)

#### I. Proposed Motion

- **a.** Adopt the new/revised Probation, Suspension, and Academic Dismissal policies, to be added to the 2022-2023 Graduate Academic Catalog.
  - A draft of these policies was circulated to all graduate faculty in November 2021 for review/comment. In response to feedback from graduate programs and individual graduate faculty, as well as Graduate Admissions and Graduate Student Support, the November draft was revised and then discussed in the Policies and Procedures Committee meetings in January 2022 and March 2022.
  - ii. See Appendix A for the full motion.
- II. Voted to table the proposed improvements to the language/organization of the current <u>Dismissal for Non-Academic Reasons</u> policy.
  - i. More clarification on the procedure(s) involved in non-academic dismissal was needed.
- III. Discussed requiring midterm grades for graduate students and/or specific populations of graduate students beginning Fall 2022.
  - **a.** Committee members universally opposed requiring midterm grades for graduate students and/or specific populations. Rationale is as follows:
    - i. Midterm grades may not hold much meaning for graduate students if courses are structured so that the majority of graded work is completed towards the end of the term; many committee members reported this to be true for some courses in their programs.
    - ii. Given the way some graduate courses are structured, midterm grades may provide a misleading picture of graduate students' academic progress; this would be especially detrimental if the midterm grade ultimately erroneously indicated that a student's academic progress was satisfactory.
    - iii. Compared to compulsory midterm grades, graduate programs already have other ways to monitor graduate students' progress and engage them in that process; many committee members noted that strategically scheduled progress meetings between a graduate student and their graduate program director can help promote academic success and retention.

#### Appendix A

**Key:** Proposed revisions in **bold** or **strikethrough** to the Graduate College Catalog

- I. Strike the current sections in the Graduate Academic Catalog under the heading "Retention and Graduation Policy":
  - Good Standing
  - Probation and Dismissal

# In place of the stricken policies, add the following:

- Good Academic Standing
- Grades of 'C'
- Academic Probation
- Return to Good Academic Standing
- Suspension
- Return After Suspension
- Dismissal for Academic Performance
- Admission After Dismissal for Academic Performance
- Program-Specific Probation, Suspension, and Academic Dismissal Policies
- Dismissal for Non-Grade Related Reasons [Addition of heading only; it is proposed that the policy in the current 2021-2022 catalog be retained in the 2022-2023 catalog.]

#### RETENTION AND GRADUATION POLICY

#### **Good Standing**

Any student who maintains a minimum grade point average of 3.00 in graduate courses will be in good standing. Undergraduate courses may not be taken to correct a grade point average deficiency. Programs may also have more stringent rules for remaining in degree programs.

#### **Probation and Dismissal**

If at any point a student earns a cumulative grade point average below 2.0, the student will be dismissed from the Graduate College. If a student is dismissed from a program she or he may not enroll again in the Graduate College until two years beginning from the first semester after the dismissal is earned have passed. At that time, she/he will be eligible to reapply and must pay the application fee, submit supplemental application materials, and be accepted in order to reenroll. A program may be more, but not less stringent than the Graduate College in its application policies and it may choose the option of not readmitting. If readmitted, any additional grade of "C" or below would result in automatic dismissal from the program. If a program's readmission policies are more stringent than those of the Graduate College, they must be documented in the program's or department's student handbook.

No more than two courses completed with a grade of "C" will be allowed to count towards the completion of the degree. Students enrolled in the MS in Physician Assistant program are allowed to have more than two grades of "C". Their probation and dismissal is based on GPA requirements and are listed under the program section of the catalog.

If at any point after a student has completed a minimum of nine credit hours as a graduate student and the student's cumulative grade point average is at least a 2.0 but less than a 3.0, he or she will be placed on academic probation. Some programs have more stringent requirements for remaining in degree programs. A student who is on probation will be restricted to nine credit hours of coursework until he or she returns to good standing.

To return to good standing, a student must have earned a minimum cumulative grade point average of 3.0 within the first nine graduate credit hours attempted after being placed on probation. A student who does not meet the minimum cumulative grade point average in that restricted enrollment period will be dismissed from the Graduate College. A student who has been on probation and then returns to good standing will be placed on probation again if the student's grade point average falls below 3.0 a second time.

A student who receives more than two grades of "C" or lower in any work attempted at Radford University at the 500-level or above while classified as a graduate student shall be dismissed. This includes graduate supporting coursework and courses taken as a non-degree seeking student. Programs may be more but not less stringent than this criterion. Please see the exception for the MS in Physician Assistant program in the program section of the catalog. All program specific dismissal policies must be reviewed and approved by the dean of the Graduate College before being adopted by a program and then documented in the program's or department's student handbook.

Dismissal from a program based on non-grade related reasons not covered under the Radford University Code of Student Conduct shall be program specific. Each program's criteria for non-grade related dismissals must also be communicated in the program's or department's student handbook along with the appeals process. If a program chooses to dismiss a student, the Graduate College, upon receipt of notification from the program, shall issue a formal letter of dismissal if the student does not appeal within the prescribed time frame or if the appeal is unsuccessful. [PLEASE NOTE THAT THIS SECTION APPEARS IN THE CURRENT 2021-2022 CATALOG AND IT IS PROPOSED THAT IT BE RETAINED IN THE 2022-2023 CATALOG.]

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#### RETENTION AND GRADUATION POLICY

#### **Good Academic Standing**

Any student who maintains a minimum 3.0 cumulative grade point average (GPA) in graduate courses will be in good academic standing. (As noted in the catalog, some programs may have more stringent expectations.) Undergraduate courses may not be taken to correct a GPA deficiency.

#### Grades of "C"

Only two course grades of "C" will be allowed to count towards the completion of any graduate degree or certificate. ("Courses" include courses attempted at Radford University while classified as a graduate student, including graduate courses, graduate supporting coursework, and courses taken as a non-degree student.) When a student earns their first course grade of "C" or lower, they will be contacted by the Graduate College. When a student earns a second course grade of "C" or lower, they will be contacted by the Graduate College and informed of the consequences for earning a third "C." When a student earns a third course grade of "C" or lower, they will be suspended. (See "Suspension.") A student who earns four course grades of "C" or lower will be dismissed from the Graduate College. (See "Dismissal.") Some programs have more stringent "C" limitations, which are noted in their respective sections in this catalog. However, students in the MS in Physician Assistant Program are permitted to have more than two course grades of "C." (See the program entry for "MS, Physician Assistant.")

#### **Academic Probation**

Once a student has completed 9 credit hours (or 6 credit hours for certificate, Fast Track, and non-degree students), and their cumulative GPA is at least a 2.0 but less than a 3.0, they will be placed on academic probation until they return to good academic standing. (See "Return to Good Academic Standing.") While on academic probation, a student will be restricted to enrolling in no more than 12 credit hours of coursework in any given semester or combination of semesters until they return to good academic standing. Some programs may have more stringent thresholds for academic probation. Probation thresholds for the MS in Physician Assistant Program differ. (See the program entry for "MS, Physician Assistant.")

A student may be placed on academic probation up to two times: A student who has been placed on probation but eventually returns to good academic standing will be placed on probation again if the student's cumulative GPA falls between a 2.0 and 3.0 a second time. If a student's academic record warrants being placed on probation for a third time, they will not be placed on probation but instead will be dismissed from the Graduate College. (See "Dismissal.")

#### **Return to Good Academic Standing**

Once on academic probation, in order to return to good academic standing, a student must earn a minimum cumulative GPA of 3.0 within the first 12 graduate credit hours attempted after being placed on probation. A student who does not earn at least a 3.0 cumulative GPA within 12 credit hours or who cannot achieve a 3.0 cumulative GPA within 12 credit hours will be suspended from the Graduate College. (See "Suspension.") However, if the student is enrolled in program that does not permit suspension, they will be dismissed from the Graduate College. (See "Dismissal.")

#### **Suspension**

A student will be suspended from the Graduate College under any one of the following conditions:

- (1) The student is placed on probation but cannot mathematically achieve a 3.0 cumulative GPA within 12 credits.
- (2) After being placed on probation, the student completes 12 credit hours but does not achieve a 3.0 cumulative GPA.
- (3) The student earns a third course grade of "C" or lower.

If a student is suspended from the Graduate College, they may not resume graduate studies at Radford until at least 8 months have elapsed. (For instance, if a student is suspended at the end of Fall semester, they may not resume study until the next Fall semester.) No suspension period will last for more than 2 calendar years. Return after suspension is not automatic and suspended students must petition to resume their studies. (See "Return After Suspension")

#### **Return After Suspension**

To return after the suspension period, a student must submit a "Petition to Return After Suspension" form to the Graduate College for review. The form must be accompanied by the following:

- A letter from the student addressing why they seek to return, and why they believe they are ready to do so.
- A plan of study, developed in consultation with the student's graduate program coordinator and/or graduate advisor, that (1) accounts for at least the next 12 credits of the students' expected enrollment, and (2) outlines how the student will return to good standing (i.e., the support they will seek, etc.). If warranted, this plan of study also must include the expected time table for retaking course(s) in which a grade of "C" or lower has been earned.
- Signature of the graduate program coordinator of the student's primary graduate program
- Signature of the department chair or a graduate faculty member in the student's primary graduate program.

The dean of the Graduate College has the final authority to allow a suspended student to return to academic studies; however, the dean will consult with the graduate program in making a decision. If a suspended student is not approved to return, they will be dismissed from the Graduate College. (See "Dismissal.") If a suspended student is approved to return, they are restricted to enrolling in no more than 12 credit hours in their first semester after returning, and they must enroll in the courses specified in their approved plan of study. Upon completing 12 credit hours, the student must have earned a 3.0 cumulative GPA to return to good academic standing; if good academic standing is not achieved within the first 12 credit hours after the student has returned from suspension, the student will be dismissed from the Graduate College (See "Dismissal.")

#### **Dismissal for Academic Performance**

A student will be dismissed from the Graduate College under <u>any one</u> of the following conditions:

- (1) The student warrants being placed on academic probation for a third time.
- (2) The student fails to achieve good academic standing after being placed on probation, and the student is enrolled in a program that does not permit suspension.
- (3) A student is suspended and fails to return to good academic standing within 12 credit hours.
- (4) Two calendar years have elapsed since a student has been suspended.
- (5) The student earns four grades of "C" or lower.
- (6) The cumulative GPA falls below a 2.0.

Dismissal results in the termination of one's affiliation as a graduate student with the university.

#### **Admission After Dismissal for Academic Performance**

A student who has been dismissed for academic performance from the Graduate College may pursue graduate studies at the university after two calendar years. At that time, they will be eligible to apply and must pay the application fee, submit supplemental application materials, and be accepted in order to enroll in graduate courses. Some programs may choose not to admit graduate students who were previously dismissed by the Graduate College.

Program-Specific Dismissal Policies  Academic programs may choose to implement more stringent expectations and requirements with respect to the Graduate College's probation, suspension, and academic dismissal policies. These exceptions must be reviewed and approved by the dean of the Graduate College before being adopted by the program; all approved departures from the Graduate College's dismissal policies must be documented in the program's and/or department's student handbook.
Dismissal for Non-Grade Related Reasons  Dismissal from a program based on non-grade related reasons not covered under the Radford University Code of Student Conduct shall be program specific. Each program's criteria for non-grade related dismissals must also be communicated in the program's or department's student handbook along with the appeals process. If a program chooses to dismiss a student, the Graduate College, upon receipt of notification from the program, shall issue a formal letter of dismissal if the student does not appeal within the prescribed time frame or if the appeal is unsuccessful. [PLEASE NOTE THAT THIS SECTION APPEARS IN THE CURRENT 2021-2022 CATALOG AND IT IS PROPOSED THAT IT BE RETAINED IN THE 2022-2023 CATALOG WITH AN ADDED HEADING (BOLDED, RED).]

Proposed Motion for consideration by GAC:

April 1, 2021 - Proposed <u>Amendment</u> to March 4 Motion to change the name of the College of Graduate Studies and research.

Request to remove references to Professional Studies from new name and the justification statement.

To change the name of the College of Graduate Studies and Research to the College of Graduate and Professional Studies.

History and Justification:

In 2015, GAC approved renaming the College to the current College of Graduate Studies and Research to better reflect the College's oversight of research compliance and sponsored programs functions that had been placed under the College. Thus, the name change was appropriate at that time and reflected its mission and focus. With the recent reorganization of Academic Affairs in early January 2022, oversight of the Research Compliance Office and the Office of Sponsored Programs and Grants Management have been reassigned from CGSR to the Associate Provost for Research, Faculty Success and Strategic Initiatives. Since these offices are no longer within the College of Graduate Studies and Research, removal of Research in the College's name is more appropriate since the College no longer directly oversees these research support functions. In addition, the recent reorganization has created some confusion about where these research support units reside and who is now supervising their functions. The College's primary mission at this time is focused on graduate recruitment, admissions and academically related functions for administration of graduate programs.

From 2008 to 2015, the College had been named the College of Graduate and Professional Studies with part of

From 2008 to 2015, the College had been named the College of Graduate and Professional Studies with part of its mission to support continuing education efforts. However, this goal was never quite realized. Professional master's and doctoral programs are now officially recognized and defined by the US Department of Education. Some examples of recognized professional degrees Radford offers at the master's level include Master of Business Administration, Master of Social Work, Master of Science in Physician Assistant, Master of Occupational Therapy, and others. Radford also offers First Professional Degrees defined by the Department of Education as programs that require a) completion of academic requirements to begin practice in a profession, b) two years of prior undergraduate requirements, and c) at least 6 years to complete. Such programs are typically accredited by a specialized accrediting body, and may require professional licensure to work in the profession. Examples of first-professional programs that Radford offers include Doctorate of Education (EdD), Doctor of Physical Therapy, Doctor of Psychology and Doctor of Nursing Practice. Thus, including Profession Studies in the name of the College is appropriate.

Lastly, renaming the College as the College of Graduate and Professional Studies parallels Radford University's recent elevation in Carnegie Classification status from a Master's College and University to a Doctoral/Professional University (PDU) in which professional degrees are specified in the classification title. Renaming the College would more accurately reflect the current mission of the College and alleviate confusion regarding where the offices reside organizationally within the university.