BOARD OF TRUSTEES ACADEMIC AND STUDENT AFFAIRS COMMITTEE

April 18, 2025, 10:30 a.m. Morris University Center, Room 214

Agenda

- 1.0 Call to Order
- 2.0 Roll Call
- 3.0 Action Items
 - 3.1 Resolution ASA04-25

Approval of the Amendment to 2024-2025 and 2025-2026 Academic Calendars

Dr. Kimberly Inman, Interim Provost and Vice President of Academic and Student Affairs, will present Resolution ASA04-25 for approval of revisions to the 2024-2025 and 2025-2026 Academic Calendars.

3.2 Resolution ASA05-25

Approval of Bachelor of Science in Nursing, Master of Business Administration, and General Education Courses to be Offered at Additional Sites

Dr. Inman will present Resolution ASA05-25 for approval of specific programs of study to be offered at the Adena Regional Medical Center PACCAR Medical Education Center.

3.3 Resolution ASA06-25 Approval of 2025 Graduates

Dr. Inman will present Resolution ASA06-25, Approval of 2025 Graduates.

4.0 Information Items

4.1 Academic and Student Affairs Executive Report

Dr. Inman will report on recent activities in Academic and Student Affairs.

4.2 College of Health and Human Services (CHHS) Affiliation Agreement

Mr. Tyler Walters, Executive Director of Strategic Partnerships, will report on the CHHS Affiliation Agreement with the Adena Regional Medical Center.

4.3 Naming of the Dr. Jinlu Li Faculty Research Award

Dr. Phil Blau, Chair of the Department of Mathematics, will report on naming of the Faculty Research Award in honor of Professor Emeritus Dr. Jinlu Li.

4.4 Center for International Programs and Study Abroad Plan

Mr. Ryan Warner, Director of International Programs, will present the Center for International Programs and Study Abroad plan.

4.5 Office of Personal & Professional Development

Dr. Steven Rader, Director of the C.H. Lute School of Business, will give an overview of the new Office of Personal & Professional Development.

4.6 Student Affairs

Mr. Jeff Hamilton, Interim Dean of Students, will report on recent activities in Student Affairs.

4.7 Artifact War Film Screening

Dr. Amr Al-Azm, Professor of History, will discuss the documentary screening of *Artifact War: Relics Under Fire*.

5.0 Adjourn

RESOLUTION ASA04-25

AMENDMENT TO 2024-2025 AND 2025-2026 ACADEMIC CALENDARS

WHEREAS, the Shawnee State University Board of Trustees had previously approved the Summer 2025 and Summer 2026 calendars; and

WHEREAS, the President, pursuant to Board Policy 4.52, section 3.0, has made the decision to close University offices June 30 through July 3, 2025 and June 29 through July 2, 2026; and

WHEREAS, the President has further made the decision to hold classes June 30 through July 3, 2025 and June 29 through July 2, 2026; and

WHEREAS, these modifications have been reviewed and endorsed by the Calendar Committee;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby approves the aforementioned amendments to the Summer 2025 and Summer 2026 calendars, attached hereto.



2024-2025 ACADEMIC CALENDAR

Fall Semester 2024-2025

August 26, 2024 Fall semester classes begin (full and first half session)

September 2 Labor Day (University Closed)
October 3-4 Fall Break (No Classes)

October 18 Last day of first half session (final exams during last scheduled class period)

October 21 First day of second half session

October 22 Grades due in Office of the Registrar by noon (first half session)

November 11 Veteran's Day (University Closed)

November 27 No Classes (University Offices Open)

November 28 Thanksgiving Day (University Closed)

November 29 Thanksgiving Holiday (University Closed)

December 6 Last day of classes (full session and second half session)

December 7-13 Final Exams (full session classes)

December 13 Semester ends
December 14 Fall Commencement

December 17 Grades due in Office of the Registrar by noon (full and second half session for on-campus

and online classes)

December 24 Christmas Eve (University Closed)
December 25 Christmas Day (University Closed)
December 26-31 Winter Break (University Closed)
January 1, 2025 New Year's Day (University Closed)

Spring Semester 2024-2025

January 13, 2025 Spring semester classes begin (full and first half session)

January 20 Martin Luther King, Jr. Day (University Closed)

February 28 Last day of first half session (final exams during last scheduled class period)

Mar 2 - 9 Spring Break

March 10 First day of second half- week session

Spring full session classes resume

March 11 Grades due in Office of the Registrar by noon (first half session)

April 25 Last day of classes (full session and second half session)

Apr 25-May 2 Final Exams (full session classes)

May 2 Semester ends May 3 Commencement

May 6 Grades due in Office of the Registrar by noon (full and second half session)

Summer Semester 2024-2025

May 12, 2025 First day of first seven-week session
May 26 Memorial Day (University Closed)
May 27 First day of full session (ten weeks)
June 19 Juneteenth (University Closed)
June 27 Last day of first-seven-week session
June 30 Second seven-week session – classes begin
June 30 - July 3 University Offices Closed (Classes run as scheduled)

July 1 Grades due in Office of the Registrar by noon (first seven-week session)

July 4 Independence Day (University Closed)

August 1 Last day of full session

August 5 Grades due in Office of the Registrar by noon (full session)

August 15 Last day of second seven-week session

August 19 Grades due in Office of the Registrar by noon (second seven-week session)

According to Ohio Department of Higher Education's requirements, "One semester credit hour will be awarded for a minimum of 750 minutes of formalized instruction that typically requires students to work at out-of-class assignments an average of twice the amount of time as the amount of formalized instruction (1,500 minutes)."

Board of Trustees Approved: June 23, 2023 Amended: April 18, 2025



2025-2026 ACADEMIC CALENDAR

Fall Semester 2025-2026

August 25, 2025 Fall semester classes begin (full and first half session)

September 1 Labor Day (*University Closed*)
October 2-3 Fall Break (*No Classes*)

October 17 Last day of first half session (final exams during last scheduled class period)

October 20 First day of second half session

October 21 Grades due in Office of the Registrar by noon (first half session)

November 11 Veteran's Day (University Closed)
November 26 No Classes (University Offices Open)
November 27 Thanksgiving Day (University Closed)
November 28 Thanksgiving Holiday (University Closed)

December 5 Last day of classes (full session and second half session)

December 6-12 Final Exams (full session classes)

December 12 Semester Ends
December 13 Fall Commencement

December 16 Grades due in Office of the Registrar by noon (full and second half session for on-campus

and online classes)

December 24 Christmas Eve (University Closed)
December 25 Christmas Day (University Closed)
December 26-31 Winter Break (University Closed)
January 1, 2026 New Year's Day (University Closed)

Spring Semester 2025-2026

January 12, 2026 Spring semester classes begin (full and first half session)

January 19 Martin Luther King, Jr. Day (University Closed)

February 27 Last day of first half session (final exams during last scheduled class period)

Mar 1-8 Spring Break

March 9 First day of second half-session

Spring full session classes resume

March 10 Grades due in Office of the Registrar by noon (first half session)
April 24 Last day of classes (full session and second half session)

Apr 25-May 1 Final Exams (full session classes)

May 1 Semester Ends May 2 Commencement

May 5 Grades due in Office of the Registrar by noon (full and second half session)

Summer Semester 2025-2026

May 11, 2026 First day of first seven-week session
May 25 Memorial Day (University Closed)
May 26 First day of full session (ten weeks)
June 19 Juneteenth (University Closed)
June 26 Last day of first-seven-week session
June 29 Second seven-week session – classes begin
June 29-July 2 University Offices Closed (Classes run as scheduled)

June 30 Grades due in Office of the Registrar by noon (first seven-week session)

July 3 Independence Day Observed (University Closed)

July 31 Last day of full session

August 4 Grades due in Office of the Registrar by noon (full session)

August 14 Last day of second seven-week session

August 18 Grades due in Office of the Registrar by noon (second seven-week session)

According to Ohio Department of Higher Education's requirements, "One semester credit hour will be awarded for a minimum of 750 minutes of formalized instruction that typically requires students to work at out-of-class assignments an average of twice the amount of time as the amount of formalized instruction (1,500 minutes)."

RESOLUTION ASA05-25

APPROVAL OF BACHELOR OF SCIENCE IN NURSING, MASTER OF BUSINESS ADMINISTRATION, AND GENERAL EDUCATION COURSES TO BE OFFERED AT ADDITIONAL SITES

WHEREAS, Shawnee State University has entered into a Memorandum of Understanding with the Adena Health System aimed at enhancing the availability, quality and cost effectiveness of services the parties provide for the benefit of the patients, students and communities they serve; and

WHEREAS, the University plans to deliver more than fifty percent of the curriculum in the Bachelor of Science in Nursing, Master of Business Administration, and General Education Program at the PACCAR Medical Education Center located on the campus of Adena Regional Medical Center in Chillicothe; and

WHEREAS, this action is considered offering these programs at a location other than the Shawnee State University main campus;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby approves delivery of these academic programs on the campus of the Adena Regional Medical Center in Chillicothe, Ohio.

RESOLUTION ASA06-25

APPROVAL OF 2025 GRADUATES

WHEREAS, it is the role of the Shawnee State University Board of Trustees to award degrees and certificates; and

WHEREAS, annual action approving the granting of degrees and certificates during the year shall be taken by the Board of Trustees (Policy 2.06); and

WHEREAS, candidates for graduation must meet all academic and University requirements in order to be certified as candidates by the Office of the Registrar;

THEREFORE, BE IT RESOLVED that the Shawnee State University Board of Trustees hereby empowers the President to award certificates or degrees during the year 2025 to all candidates whose eligibility for graduation is confirmed by the Office of the Registrar.

Academic and Student Affairs Report Board of Trustees Meeting April 18, 2025

I am pleased to present the following Academic and Student Affairs Report to the Academic and Student Affairs Committee of the Board of Trustees and to the Board.

Interim Provost Report

Vice Chair Richey,

The Pre-Social Work/Bachelor of Social Work degree received approval from the Higher Learning Commission Institutional Actions Council at its March 31 meeting. The first cohort of students will be able to enroll as Pre-Social Work majors in August 2025. The first cohort will be admitted as Bachelor of Social Work majors in the Fall 2027 term. Dr. Courtney Ruggles is currently preparing all necessary documents to establish candidacy with the Council on Social Work Education accreditor to ensure that students entering as Pre-Social Work this fall and those entering Social Work majors in Fall 2027 will graduate from an accredited program of study. I extend my thanks to Dr. Ruggles, Dean Christine Raber, Associate Provost Jennifer Pauley, and President Eric Braun for their achievements in developing the curriculum and gaining all internal and external approvals following an aggressive timeline.

During the week of March 31-April 4, the campus participated in the Celebration of Scholarship Conference. Sixty-six graduate and undergraduate students submitted abstracts and gave presentations. The keynote address, "Sowing Solutions: How Soy-based Innovation is Shaping the Future", was given by Barry McGraw, Airable Research Labs Chief Laboratory Officer. The Deans' Award went to Master of Occupational Therapy students Ally Barber, Bekah Badgett, Allison Haines, and Merrick Clinger. The Library Research Award went to Adolescent to Young Adult Mathematics major, McKenna Dunham. Two awards were given to students presenting posters. The undergraduate award went to English major Annie Ucci, while the graduate award went to Master of Occupational Therapy students Cassidy Berry, Kavita Joshi, Jonas Jividen, and Rachel Jensen. The Board of Trustees award was awarded to Dawn Jordan for her project titled, "Unlocking Flow: The Power of Entrainment and the Autotelic Edge." The Student Art Show also had its opening during Celebration of Scholarship. This is a juried exhibit that runs in the Appleton Gallery on campus until April 24. The following students received awards: 2% Productions Senior Team Project (3rd place), Katie Gonzalez (2nd place), David Ponce (1st place), and Savannah Fout (Best in Show).

Dr. Steven Rader, founding director of the C.H. Lute School of Business will transition to a new role as Associate Provost for Personal and Professional Development starting July 1. Dr. Rader will lead the Office of Personal and Professional Development which will incorporate the current Office of Career Services and will expand opportunities for experiential learning, improve job pipelines, expand earn-and-learn opportunities, and create skills development programming to better prepare SSU graduates for the workplace.

College of Arts and Sciences

The departments of Social Science, English and Humanities, Fine, Digital, and Performing Arts and the School of Education have completed curricular and program revisions related to the comprehensive portfolio review. Strategic action planning and goals review with President Braun is forthcoming.

Planning for Spring semester 2026 General Education offerings at the Chillicothe site is underway via the Healthcare Partnership Task Force. Natural Sciences faculty continue to plan for the additional lab space and equipment needs.

Department of English and Humanities

Communications majors continue developing and recording their original podcasts for release later this semester.

Department of Mathematical Sciences

McKenna Dunham, AYA Mathematics major, presented information on Bonferroni's Inequality at the Math Club meeting on March 28. Dr. Phil Blau gave a talk entitled "An Integral of Hardy from Mathematical Problems" for the Math Club and *Pi Mu Epsilon* joint meeting on February 27. The SSU Math Club raised \$1007 in the Pi Day Fundraiser. The funds supported students Charlie Hoover, Yvette Smith, and Matthew Birtcher travel to the Mathematics Association of America Tri-Section Meeting (OH/KY/IN) at Northern Kentucky University on April 4 and 5. The team competed in a Math Competition during the meeting. Dr. Doug Darbro is serving as an external reviewer for the Math graduate program at Sam Houston State University.

Department of Natural Sciences

Dr. Erik Larson published a paper entitled "Calcite Precipitation with Palmitic and Stearic Acids" in the journal *Minerals*. Biology majors Cameron Davis and Reagan Lewis presented their research 'A Comparison of Baseline Biodiveristy Among Three Caves at Ohio Hanging Rock Preserve," at the Ohio Biological Survey meeting on February 22. Biology majors Nathan Johnson, Marli Holderness, Lyndsey Heimbach, Brayden Yarnell, and Tracy Lewis presented their undergraduate research projects at the *Beta Beta Beta* Northeast-4 District Conference at Thomas More University on April 12.

Department of Social Sciences

Faculty in the department have arranged for two documentary film screenings on campus. On April 8 at 5pm, *Artifact War: Relics Under Fire* was presented in the Flohr Lecture Hall. On April 22 in the Vern Riffe Center for the Arts, Dr. Andrew Feight will be featured in the WOUB documentary "*The Iron Men: Portsmouth, Ohio's NFL Legacy.*"

School of Education

Registration has opened for the Teacher Bootcamp summer professional development opportunity to take place July 21-25. Up to 111 Ohio teachers will receive scholarships to participate at no cost in the program thanks to \$197,170 in funding from the Governor's Office of Workforce Transformation. During the weeklong intensive bootcamp, teachers will earn 3 hours of graduate credit and develop pedagogical approaches to career awareness and gain

hands-on understanding of careers in our region in one of three tracks: Healthcare, Advanced Manufacturing, and AI/Computer Sciences/ Immersive Technology.

College of Business and Engineering Technology

The College of Business and Engineering Technology welcomes Will Martin, Coordinator of Academic Advising and Student Support Services. This is a critical position that will support academic advising, student retention, and experiential learning advising.

The Ohio Department of Higher Education funded a \$93,000 RAPIDS 7 grant to support the Advanced Manufacturing Center for education in hydraulics and pneumatics.

On February 26, Kenworth/PACCAR leadership visited SSU and the College of Business and Engineering Technology Leadership to learn about programs in the college and how Shawnee State can align with their needs.

Department of Engineering Technology

The Department of Engineering Technology has conducted several outreach activities, including:

- Department Chair, Jason Witherell, attended the Pike CTC Engineering Technology Spring Advisory Board Meeting.
- Manufacturing employers attending the All-Majors Career Fair on March 20 took time to tour the manufacturing labs and learn about department programs.
- Digital Simulation and Game Engineering Technology hosted an alumni panel on March 14.
- Visits with Greysbranch Elementary School and the Portsmouth STEM Academy.
- Pike CTC Electrical students hosted on campus February 21.
- Department of Energy Science Bowl was hosted on campus March 7.
- Ohio Cyber Range Initiative Capture the Flag occurred on campus March 12.
- Tech Fest (Information Security) was hosted on campus April 11.

Kricker Innovation Hub

Participants in our Entrepreneur Fellows program are working through a curriculum designed to enhance their entrepreneurial and leadership skills through project-based learning. The Ice House Entrepreneurship Program is being delivered virtually this quarter, equipping participants from multiple counties with an entrepreneurial mindset that enables them to minimize risk when pursuing opportunities for value creation.

Our first ShawneeXP cohort participated in a dynamic Pitch Week March 24-28, connecting studios to indie game publishers worldwide. This initiative resulted in eight new game studios being launched and 25 jobs created, emerging as a regional model for digital entrepreneurship in the creative economy sector.

The Glockner Dare to Dream program continues to ignite the entrepreneurial spirit in tomorrow's leaders. Thirteen teams of high school students from across the region were awarded a total of \$37,500 to advance their business ideas through our annual pitch competition.

To enhance our operational capacity, our team completed hands-on training with Innovative

Consulting and AI Owl, equipping the Hub with cutting-edge tools. We now use Magai, an advanced platform integrating 28 large language models (LLMs), to drive smarter operations, content, and outreach.

Our signature accelerator program, Ignite Portsmouth, returns for its 5th year in 2025, having facilitated remarkable regional impact with 21 new businesses launched, 54 jobs created, and \$895,000 in private investment attracted. Success stories include The Landing in Portsmouth, Appalachia Unveiled Gourmet Mushrooms, and The Kitchen Collective Food Incubator.

Through community activation events like Coffee at the Kricker, Lunch & Learns, and our Speaker Series, we've convened entrepreneurs, students, and community leaders, with 213 total participants in 2025. These gatherings continue to foster cross-sector connections and ecosystem-wide collaboration, strengthening our regional innovation infrastructure.

Recent training opportunities include: Entrepreneurial Mindset Advantage on April 17 from 5-7 PM, and Entrepreneurial Mindset Facilitator Training on April 18 and 25 from 9 AM - 3 PM.

College of Health and Human Services

The work of strategic planning continues, with each CHHS program working on program-level strategic action plans with specific tactics and actions to address recruitment, enrollment, retention, and completion goals for their programs. Each program is examining opportunities for expansion and ensuring current capacity is fully utilized. Program directors will present their plans May 7 in a day-long leadership meeting.

The Health Care Partnership Task Force is focused on the internal and external approval processes needed to offer nursing and radiologic technology programs at the Chillicothe site.

CHHS welcomes Jared Opperman, Selective Admissions Specialist, who will support Program Directors and students applying to selective admissions programs within the college.

The School of Nursing and the Department of Rehabilitation Science (OT, OTA, and PTA) provided a case-based discharge planning group activity for their students to facilitate interprofessional communication skills and better understand the perspectives and role of each team member working with an older adult patient. Dr. Courtney Ruggles participated as well, modeling the role of social work in this scenario.

The Allied Health Sciences department conducted their annual Interprofessional Education (IPE) event with dental hygiene, medical laboratory technology, radiologic technology, and respiratory therapy second-year students. EMT students from the Center for Lifelong Learning joined the activities as well. This highly successful event presents a substance use disorder (SUD) case study to deepen understanding of each discipline's contribution to care of a patient with SUD, and their roles on the team. A panel discussion highlighting SUD community resources and perspectives was also provided. Sargina Engle, Behavioral Health Navigator, shared information about the Behavioral Health Paraprofessional certificate program.

Scrub Camp was offered on April 11 in conjunction with Ohio TechPrep, as well as several health fairs and high school visits in April.

School of Nursing

Dr. Kim Dinsey-Read and Dr. Adair Carroll attended the Commission on Collegiate Nursing Education (CCNE) accreditation conference in March, in support of preparing the Master of Science Nursing self-study for an upcoming September site visit.

Department of Allied Health Sciences

The annual Respiratory Therapy Case Study event will take place on April 22. Current students present case studies based on clinical placements, and continuing education is provided for practicing respiratory therapists. On April 7, respiratory, dental hygiene, and medical laboratory technology students and faculty hosted a free COPD screening and education event for community members with the support of the COPD Foundation.

Radiologic Technology and Dental Hygiene faculty are working with consultants on expansion plans with the goal of increasing enrollments in each program and better meeting the demand for these health professionals in the workforce.

Department of Rehabilitation Sciences

Dr. Courtney Ruggles has been elected as a Board Member At Large for the Association of Baccalaureate Social Work Program Directors (BPD). She also presented two workshops with colleagues at the BPD Annual Conference in March: "Shaping the Future Together: Engaging Social Work Program Directors in Developing a Formal Mentoring Program", and "Exploring Salary Components of Social Work Faculty at Small Universities: A Comparative Analysis".

The Great Minds Fellowship grant supported the purchase of 24 virtual reality (VR) headsets to be used with CHHS students for interprofessional training in substance use disorders, behavioral health, and trauma-informed care. Dr. Ruggles is leading this initiative with support from Sargina Engle, Behavioral Health Navigator.

Office of Student Affairs

The Office of Student Affairs welcomes Rikki Butler, Director of Student Engagement. Ms. Butler was most recently Assistant Vice President of Enrollment Management at Glenville State University.

The student club, Cru, recently took a mission trip to Puerto Plata, Dominican Republic over spring break. Student members Zoe Harville, Gavin Howard, Connor Butler, Regan Zieber, Sadie Bear, and Lyndsay Heimbach worked to install water filters in homes for clean drinking water. Students report that it was an amazing bonding experience and opportunity to experience different cultures and share the Gospel message.

Student Life hosted Springfest 2025 on campus March 24-28. The event featured food trucks, outdoor games, a mechanical bull, and inflatables. The Student Success Center also hosted a Game Day during the event. Students participated in the Tipsy Turvey golf cart demonstration, competed in a campus wide egg hunt, and had pizza with President Braun.

Clark Memorial Library

The library software migration project is on schedule. Alma, Primo, and Rapido will be the first products to go live throughout June 2025. Alma is the staff-side platform, Primo is the new public-facing discovery tool, and Rapido is the statewide print lending module that will replace the current INN Reach system.

In March, the library added a new database, Mometrix eLibrary, a comprehensive resource of practice tests and study materials designed to help students prepare for standardized exams including NCLEX, HESI, and OAE. The study guides include test-taking strategies, study tips, and detailed answer explanations for each practice question. The questions are developed to mimic the formats used on specific tests and are designed to cover every topic outlined in the official test framework. The test inventory also includes the MCAT, LSAT, and GRE for students planning to further their education, as well as college admission and placement exam practice.

Center for International Programs and Study Abroad

To increase enrollment of international students from a variety of countries, SSU has engaged with FirstPoint USA. We are launching an initial campaign targeting both academic game programs in Fine Arts and Engineering Technology as well as E-Sports. A global webinar on Game Design and E-Sports with FirstPoint USA, prospective students, and SSU faculty and coaches is planned for May 12.

Director Ryan Warner recently returned from a recruiting trip to Sao Paulo, Brazil.

SSU has one Game Design student studying at Hanze University as a semester abroad for Spring 2025.

Center for Lifelong Learning

The February Monthly Learning Series welcomed 107 educators for a full day of professional development focused on phonological awareness presented by Christina DeCarbo. On March 7, Heidi Beverine-Curry presented a session attended by 72 educators. On February 28, the inaugural CLL Program Showcase Day was held in collaboration with the School of Education, SSU Admissions, and Athletics, with 32 educators participating. The Center partnered with Fluor BWXT under their STEAM Ahead initiative to host STEAM events at five local schools in Pike and Scioto Counties. Dr. Amanda Hedrick developed an interactive activity to present Game Design as a career-connected learning experience. The CLL also conducted visits to 13 schools across Scioto, Pike, Jackson, and Ross Counties to promote summer programming opportunities.

On February 7, the CLL staff presented shared best practices and outcomes in AmeriCorps program management and retention at the Ohio AmeriCorps Conference.

The CLL will be supporting 20 student interns this summer through the High School Tech Internship (HSTI) Program. In March, the CLL hosted three SkillsUSA Ohio competitions, including Early Childhood Education, Computer and Technical Applications, and Web Design, providing students with valuable real-world experiences.

Grants and Sponsored Programs

An AmeriCorps Global Youth Service Day for \$1,350 will fund a joint CLL and Project BEAR initiative titled "Pieces of Kindness" as part of Global Youth Service Day.

An ODHE Ohio Start Strong in Science for \$50,000 was awarded to address barriers to student success in STEM degree programs. The program will fund activities including the realignment of introductory Biology and Chemistry course curriculum, changes to advising structures, and increased remediation strategies.

A Motorcycle Ohio FY 26 Grant for \$65,439 was awarded to fund Basic Rider motorcycle safety courses held by the Center for Lifelong Learning.

Respectfully submitted,

Kimberly Inman, Ph.D. Interim Provost and Vice President of Academic and Student Affairs