



BALTIMORE, MARYLAND

VICE PRESIDENT FOR ACADEMIC AFFAIRS

POSITION SPECIFICATION

October 2006

This position specification is intended to provide information about Loyola College in Maryland and the position of Vice President for Academic Affairs. It is designed to assist qualified individuals in assessing their interest.

Loyola College in Maryland

INSTITUTIONAL PROFILE

Search for Vice President for Academic Affairs

THE OPPORTUNITY

Loyola College in Maryland, a Jesuit university founded in Baltimore in 1852, invites inquiries, nominations and applications for the position of Vice President for Academic Affairs (VPAA). Loyola is a leading and highly selective comprehensive university, currently ranked second in the North Region by *US News & World Report*; it has been among the top five for each of the past eight years. Loyola enrolls more than 3,400 undergraduate students, of whom 2,800 reside on campus. The 2,700 graduate students are enrolled in a number of master's degree programs primarily in liberal studies and computer science, business, psychology, education and speech pathology, as well as the Ph.D. in pastoral counseling, which attracts students from around the world, and the Psy.D. in clinical psychology.

LOYOLA'S RECENT HISTORY

Since 1963, Loyola College in Maryland has been led by only three Presidents, and since 1978 there have been only two academic vice presidents. This remarkable stability has enabled the transformation and growth of the institution from a local commuter college for men to a highly competitive regional and residential co-educational university with an emerging national profile. Under the leadership of Brian Linnane, S.J., the College continues to progress toward fulfilling its overarching institutional objective of becoming a classic Jesuit university of national standing.

From 1964-1993, Joseph A. Sellinger, S.J., presided over an era of fundamental and dramatic change in virtually every aspect of Loyola's operations. Loyola's enrollments grew, its endowment expanded ten-fold, and both academic buildings and student residences were added. A bold regional recruiting strategy—complemented by an entrepreneurial approach to professional graduate education—was implemented through a series of five-year strategic plans, strong partnerships with the corporate and civic communities, prudent fiscal management and successful fund raising.

Fr. Sellinger's successor, Harold Ridley, S.J., honed Loyola's national aspirations. Undergraduate applications nearly doubled and top cross-applicant institutions included some of the best Catholic colleges and universities in the nation, such as Georgetown, Boston College, Holy Cross and Villanova. During Fr. Ridley's tenure as president, a renewed emphasis on the College's Jesuit Catholic identity and mission was expressed in hiring, administration, faculty development, and in the College's curriculum. The addition of two new graduate centers and aggressive marketing of professional graduate education recognized the possibilities in leveraging specific curricular strengths for additional revenue streams. The residential campus was strengthened through acquisition and new construction, further reflecting the College's transformation and signaling its ambitions. Effective fundraising campaigns led to remarkable

growth in both participation and dollars raised. A chapter of Phi Beta Kappa was awarded in 1995, and the College produced its first Rhodes Scholar in 1999. Loyola is accredited by AACSB-International and NCATE. In 2002 there was a year-long commemoration of Loyola's sesquicentennial anniversary.

Brian Linnane, S.J., became president in 2005. Father Linnane is a graduate of Boston College, and holds an M.A. from Georgetown and a Ph.D. from Yale in religious studies. Before coming to Loyola, he spent 11 years as a faculty member and administrator at Holy Cross. In the year since becoming president, he has appointed a new Vice President for Enrollment Management, and the appointment of a new chief academic officer is the next major step in shaping his senior leadership team. This team will work closely and collaboratively with him to define the next era in Loyola's development.

There has been great stability at the vice presidential level as well. Dr. Thomas E. Scheye was appointed Vice President for Academic Affairs in 1978 and served in that role until 1999. He continues to be a member of the Loyola faculty. Dr. Scheye played a significant role in the strategic planning and institutional transformation of Loyola during those years. Dr. David Haddad was appointed Vice President for Academic Affairs in 1999 and has served with distinction; he plans to retire at the end of the current academic year. He supported the growth of new programs and services, and created a strong infrastructure of policies and procedures, including assessment of student learning and regular program review.

LOYOLA COLLEGE TODAY

As the College has grown and changed it has sought to maintain and reinvigorate the fundamental principles of Jesuit education: outstanding liberal arts education with an emphasis on the integration of knowledge, a clear sense that the exercise of reason and the practice of faith are complementary and necessary, a focus on the whole person, and an abiding commitment to serving the larger world. These principles are clearly enunciated in a published and widely circulated "Statement of Vision and Values," which was developed during the most recent strategic planning process. This document was discussed broadly by the Loyola community and approved unanimously by appropriate governing boards.

Loyola has chosen to remain a College in name, yet defines and structures itself as a classic Jesuit university, focused on full-time undergraduate liberal arts education and is strongly committed to graduate and professional education. This tradition harkens back to the earliest European Jesuit universities, which focused on the classic *trivium* and *quadrivium* curricula, but also provided training in the professions.

Today, Loyola operates as a successful, complex and forward-looking institution, poised to achieve its strategic goals. As the institution continues to mature, it faces several challenges. Negotiating a satisfactory definition of and approach to increasing diversity among students, faculty, staff and administration has been identified as an important focus of improvement. Improvement in academic quality begins with attracting the strongest undergraduate applicant pool and strengthening retention of upper level students, in addition to increasing graduate

enrollments regionally and nationally. Ultimately the strengthening of the scholarly life of the faculty and students and energizing the Jesuit Catholic character of the institution remain the central work of Loyola at this time.

ACADEMIC AFFAIRS

The College's academic programs are offered through two major divisions, both offering undergraduate and graduate degree programs. The College of Arts and Sciences and the Joseph A. Sellinger, S.J., School of Business and Management is led by Academic Deans James Buckley and Lee Dahringer respectively. The Deans report to the Vice President for Academic Affairs.

The number of tenured and tenure-track faculty has grown from 209 in 2000 to 228 in 2006 with a total number of full time faculty at 307. The ratio of full time faculty (teaching undergraduates) to undergraduate students is 1:12. Faculty appointments have been made with considerable emphasis on diversity, but recruitment and retention remain a challenge; currently, nearly 10 percent of the faculty are people of color.

There are clearly enunciated learning goals and outcomes for both undergraduate and graduate students which underscore the traditional tenets of Jesuit education: critical thinking skills and effective communication skills, habits of reflection and discernment, a commitment to promoting justice and leadership for the common good, an openness to diversity, a cultivated appreciation of beauty in all its forms, and attentiveness to the development of the whole person – mind, body, and spirit.

A systematic and longitudinal program of assessment of student outcomes, academic program review, and institutional effectiveness is under way. There are nationally recognized, comprehensive academic programs for first-year students, designed to introduce students to Ignatian ways of proceeding, extensive reading and writing, and to accelerate their transition to university life. In 2002, a Dean of Freshmen position was established to guide these programs. The College's freshman programs have received recognition in *US News & World Report* and the *Chronicle of Higher Education* report on NSSE freshmen outcomes. Sophomore year programs have also been developed to help students discern their vocational and educational plans.

Retention has been the focus of attention in recent years. The six-year graduation rate is currently 83 percent. Loyola's graduation rate for students of color is 81 percent. Loyola's graduation rate of student athletes is among the top 20 in the country. The College was listed in the *USA Today* as one of the top five schools nationally for meeting the NCAA's new academic standards.

Several other academic initiatives are distinctive: Loyola's clinical centers bring together clinicians and graduate students from psychology, speech-language pathology/audiology, and education to serve a variety of needs in the greater community, and a vital Catholic Studies program provides scholarly and co-curricular opportunities to explore the rich traditions of

Catholic life and education. The long-established Center for Humanities enriches student and faculty research opportunities and interdisciplinary teaching.

Global awareness is a priority at Loyola with approximately 50 percent of Loyola students studying abroad. Students may enroll in one of the eight programs sponsored by Loyola or in other exchange programs around the world. The Pastoral Counseling department actively develops collaborative relationships with international communities of higher learning and counselor training.

The Center for Community Service and Justice plays an important part in students' education and provides other opportunities for students to engage in and build community, reflecting the College's Jesuit mission to educate the whole person and to work for the transformation of human culture. Within a faith context, the Center strives to promote education for social justice and to help students prepare for a way of life committed to service, critical reflection, and contemplative openness to God's presence and action in the world. During the last academic year, 2,088 students participated in community service projects.

The Library, established in 1967 as a joint facility with the neighboring College of Notre Dame of Maryland, is operated by an independent Board of Trustees. Making the Loyola-Notre Dame Library a center of academic life is an important priority. Already one of the nation's leaders in digital resources for institutions of comparable size, the Library is currently undergoing a nearly \$20 million renovation and expansion, and fund-raising for the project is an important part of the current capital campaign.

Organizational structure and governance

The Vice President for Academic Affairs reports directly to the President and serves as acting president in his absence. The Vice President is a member of the President's Cabinet, which includes six Vice Presidents (Academic Affairs, Administration, Finance, Enrollment Management, Development and College Relations, and Student Development). As the voice for the academic mission on the Cabinet, the VPAA will be an advocate for the needs and concerns of that area, and as a member of the President's leadership team, will work in close partnership with the other Vice Presidents to shape the College's direction.

Reporting to the Vice President for Academic Affairs are:

- Dean of Arts and Sciences and the Dean of the Sellinger School of Business and Management
- Dean of First Year Students and Associate Dean of Second year Students
- Center for Community Service and Justice
- Assistant Vice President for Academic Affairs and Diversity
- Associate Vice President for Academic Affairs
- Assistant Vice President for Academic Affairs
- Office of International Programs
- Records (Registrar)
- Advising and Academic Support Center

- Director of the Loyola /Notre Dame Library (Jointly reports to VPAAAs of both Loyola and College of Notre Dame)

The Vice President for Academic Affairs chairs the Council of Academic Deans, comprised of the direct reports. The Vice President meets regularly with smaller subgroups to discuss and decide issues related to graduate programs and to the faculty.

There are 28 academic departments with 21 in the College of Arts and Sciences and 7 in the Sellinger School of Business and Management. The College of Arts and Sciences, which includes professional departments such as communication, education, engineering, speech, and pastoral counseling, and the traditional liberal arts and sciences, continues its discussion (articulated in the Strategic Plan) about restructuring the College to better serve its undergraduate and graduate students and faculty. The new Vice President is expected to assist with clarification and resolution of this important organizational issue.

Shared governance at Loyola includes two bodies: the Academic Senate (with responsibility for curricular and academic policies and faculty issues) and the Loyola Conference (with responsibility for resource and planning issues for the university). The Loyola Conference includes representatives from the faculty, staff, students and administration, including the vice presidents. The Vice President for Academic Affairs chairs the Loyola Conference and is a member of the Academic Senate, which is chaired by an elected faculty member. The Vice President also co-chairs the Executive Committee of Governance which prepares agendas for both governance bodies and directs work to appropriate committees of both bodies. Both the Academic Senate and the Loyola Conference report major recommendations to the President.

Strategic Planning

The College's transformation in the past three decades has been a direct result of a series of five-year strategic plans that have set clear, ambitious, and achievable goals for the institution. The current plan, *Great Resolves, Great Desires*, has been in place since 2002, and concludes this academic year. Three overarching themes permeated the planning process and are integrated throughout the goals: Jesuit Catholic mission, diversity, and community. Objectives of the plan included:

- Strengthening undergraduate student engagement and academic challenge;
- Strengthening undergraduate student retention;
- Expanding the freshman applicant pool from 6,600 in 2002 to 7,600 in 2007;
- Increasing the diversity of the undergraduates, specifically achieving a ratio of 13 to 15 percent of students of color;
- Expanding recruitment and enrollment of graduate students, and strengthening graduate student services;
- Strengthening the Jesuit character of the College;
- Enhancing the professional development of the faculty, staff and administration;

- Continuing to strengthen the physical campus, conducting a master planning study and making select additions; and,
- Completing an \$80 million capital campaign and increasing participation and dollars in the annual Evergreen Fund.

Early indications are that the College has succeeded in accomplishing these goals.

In Fall 2006, conversations are occurring about the process by which to develop a new strategic plan. The new Vice President for Academic Affairs will play a significant role in developing the College's next strategic plan as a member of the President's Cabinet, as leader of the Academic Division, and as Chair of Loyola Conference.

Enrollment Management

One of Fr. Linnane's first decisions early in his presidency was to contract with Maguire and Associates to provide consultation on the undergraduate admissions program. Following this year of study, the President announced a reorganization of the College to create an Enrollment Management division comprised of Undergraduate Admissions, Graduate Admissions, and Financial Aid. Marc Camille, the new vice president, is working to address the challenges of increasing the diversity and constantly improving the quality of the incoming class for undergraduate students, personalizing the communication to incoming students in the admissions process, advancing the use of technology and web communications, and utilizing financial aid resources strategically.

Undergraduate Admissions

Loyola's enrollment outlook is very positive. The increase in demand and the high quality of the applicant pool has put Loyola in a secure position. The Fall 2006 freshman class had 946 students. Neighborhood agreements have limited Loyola's undergraduate enrollment, and in the current agreement the cap is set at 3,600 students. The SAT average for the class entering in Fall 2006 was 1203. The discount rate is 28%.

The strategic plan calls for an increase in students of color in the first-year class in the range of 13 to 15 percent, up from 9 percent when the plan was initiated. For Fall 2006, students of color account for 12 percent of the class. Loyola budgeted increases in financial aid to improve diversity over the five-year span of the strategic plan, and more aggressive aid, along with refined recruiting efforts, contributed to this success. Opportunities exist for increased recruiting of underrepresented students, especially Latino/Latina students and African American students within the region.

Graduate Admissions

Loyola's overarching goal is to position itself as one of the Baltimore-Washington region's foremost providers of professionally focused graduate education. Many of the College's programs have attained this status, while others are progressing toward this goal. Given this, the

recruiting strategy in some cases is to maintain and enhance market leadership, and in others to try to develop a program's standing.

Loyola's Graduate Admissions Office is responsible for marketing, processing applications, and working with graduate directors on program-specific recruiting and promotion. The College of Arts and Sciences relies on Graduate Admissions for most recruiting activities, while The Sellinger School of Business and Management directs much of its recruiting program through its own administrative structure with Graduate Admissions serving in a supporting role. Graduate Admissions reports to the Vice President of Enrollment Management.

Loyola has strategically pursued the expansion of geographic centers for graduate education in the past 10 years for three purposes: 1) to better serve the needs of the region; 2) to fulfill the College's market positioning goals; and 3) to alleviate serious overcrowding on the main campus. In 1998, a new graduate center opened in Timonium, Maryland, an ideal location in the upscale market north of Baltimore. With the success of the Timonium Center, Loyola turned its attention to Columbia, Maryland – midway between Baltimore and Washington, D.C., and the site of Loyola graduate program offerings since 1967. In 2003, the College leased a larger facility, thereby expanding graduate offerings for the area south of Baltimore and positioning the graduate programs to draw more significantly from the Baltimore-Washington Corridor. Recruiting efforts to capitalize on the new, very modern and professional Columbia Center by expanding Loyola's market to the south are still in progress.

Graduate enrollment results are program-specific, and the outlook varies from one program to another and, in addition, varies over time because of changes in job markets, professional requirements and local competition. An improved enrollment monitoring system is being developed to make the College better able to respond to changing market conditions with new recruiting initiatives and/or program alterations and development. A marketing research consultant has been retained to advise the College on its position in the graduate market place, opportunities for growth, and marketing of its programs.

OTHER AREAS OF LOYOLA COLLEGE

Student Development

The Division of Student Development strives to complement the mission and goals of Loyola College by creating a co-curricular campus culture that enhances student learning and development. Higher education administrators attend to all facets of students' development (mind, body, and spirit) utilizing the most current trends in residential education, leadership training, counseling and health, recreation and athletics. Internal research and assessment inform the programs and services provided through the Division. Loyola's NCAA Division I Athletics program is housed in the Student Development Division, fielding teams in eight men's and nine women's sports.

The Division works closely with the Academic Division, particularly on initiatives related to academic integrity, first-year and sophomore initiatives, learning communities, and the common

text program for new student orientation. Annually, a select group of approximately 14 senior student leaders, known as the Green and Grey Society, meet regularly with the President to inform and advise him on student matters.

Student Development and Academic Affairs work jointly on the orientation programs for new students and their parents which include an emphasis on partnerships with parents in responding to national trends in college student issues. In recent years, a couple of committees have reviewed the new student orientation program placing greater emphasis on the role of faculty as advisors and mentors to our new students. In addition, committees reviewed the Student Honor Code and adjudication process for these violations. A small group of faculty is in the process of developing an online tutorial to educate first-year students on issues surrounding academic integrity.

Given that Loyola houses over 80 percent of the undergraduate students on campus, the development of learning communities and improving the academic climate on campus is paramount. A new residence hall is currently under construction and will open for the Fall 2007 semester and is designed with space for first-year students' seminars within the building. This hall will house 350 first-year students and is adjacent to the library. Student Development professionals are diligent in responding to Loyola students' risky and disciplinary behaviors, mental health problems, irresponsible drinking, and chronic health problems.

Finance Trends and Projections

The financial position of Loyola College has remained strong for several decades, and the most recent five-year period from FY00 to FY04 saw increasing strength in operating revenues, with declines in investment revenue through the endowment, due to market factors. By the end of the 2006 fiscal year, Loyola recorded its 23rd consecutive year of budget surplus, and debt service as a percent of the total budget dropped to its lowest point in over 20 years. In September 2006, Moody's Investors Service reaffirmed Loyola College's long-term A2 rating and Standard and Poors maintained the A rating.

The College's operating budget rose from \$108,684,000 in FY99 to \$179,478,399 in FY07. The Academic Affairs budget is \$56,947,880 for FY07. Although Loyola depends on tuition for 76 percent of total revenue, the strength of enrollment has provided continued growth in revenues. The net revenue from Auxiliary Enterprises added 7 percent of total revenues, supporting the College's continued growth. Overall, the College's expenditures are normally kept below budgeted levels, helping to create modest surpluses. The budget provides funds each year for a Capital Budget to assure the continual repair and replacement of the plant facilities. There is no major deferred maintenance on the campus.

Looking to the future, a program was began in the 2002 fiscal year to increase Graduate enrollments to provide \$2,000,000 in new revenues by FY 2008, a 10 percent increase. The Vice President for Academic Affairs will need to provide the direction and support needed to sustain this growth.

Development and College Relations

The College has a history of successful fund raising for capital and operating needs, with sophisticated and integrated development, communications and alumni relations functions that have steadily advanced revenues and provided critical support for the College's growth and expansion in the last three decades. Characterized by successful capital campaigns closely tied to the College's series of strategic plans; strong parent and alumni support for the annual fund; a rapidly growing, mobile and increasingly active alumni population motivated by a shared residential college experience; and comprehensive integrated communications marketing programs, Loyola's advancement efforts are a priority for the Trustees and the President, and are well-positioned for dramatic gains in the coming decade.

In 2005-06, Loyola realized \$8.9 million in gift revenue from more than 15,000 alumni, parents, friends, corporations, and foundations, a 14 percent year-to-year increase that included \$4.69 million in cash through the annual Evergreen Fund (up 11 percent from the previous year). The *Preparing Tomorrow* capital campaign seeking \$80 million for facilities, endowment, special academic initiatives and operating support, exceeded the \$71 million mark by June 2006 on the strength of more than \$7 million in six- and seven-figure leadership commitments. The campaign surpassed \$72.5 million by the end of September 2006, and is poised for completion in 2007.

Alumni support for fund raising remains a strong and growing facet of the program, with over 31 percent of alumni participating in the annual fund last year, a rate second only to Holy Cross among the nation's Jesuit institutions of higher education. Notably, parent support for the annual fund exceeded the 50 percent participation for the tenth consecutive year in 2005-06, and for the third straight year exceeded 60 percent, a standard unparalleled at peer institutions.

The College has over 53,000 alumni of its graduate and undergraduate programs, organized under four associations: undergraduate, Executive Business, MBA, and Mount St. Agnes (this latter represents the alumnae of a women's college that combined with Loyola in 1971). The Associations work closely with the Office of Alumni Relations to provide programming in four priority areas: social events that strengthen ties among the alumni and with the College; professional development and career networking activities; community service and spirituality initiatives that extend Loyola's Jesuit mission and commitment to the greater community; and alumni services. Undergraduate alumni chapters have been established in Boston, New York, Philadelphia, and Washington, DC.

Fund raising and alumni outreach are complemented by a comprehensive communications marketing program that serves the overarching needs of the College, including general institutional marketing, admissions marketing, and advancement marketing. Strategic segmentation, along with the disciplined exercise of consistent and unified brand identity and architecture, has contributed to a strong and clearly identifiable market position for the College among priority constituencies.

The Vice President for Academic Affairs will work with the President and the Vice President for Development and College Relations in presenting academic aspirations and activities to alumni

and other prospective donors, and will encourage the deans to become involved in fundraising as appropriate.

CHALLENGES AND OPPORTUNITIES

The new vice president will be asked to address the following challenges and opportunities:

1. Provide creative academic leadership: Loyola offers a strong array of undergraduate, graduate and professional programs. As leader of the academic strategic planning process, the new VPAA will be asked to think creatively and work closely with deans and faculty to maintain an academic climate that promotes creative and new program ideas at the graduate and undergraduate levels. These may include programs that do not fit neatly into existing departments, and that broaden the perspectives available to students, such as increased opportunity to learn about non-Western and other non-Christian traditions. The VPAA should also cultivate an academic climate that helps students to encounter the deep personal satisfaction of academic work, seeking always to deepen and support the College's strengths and striving for *Magis* – the greater good.
2. Build increased institutional stature and recognition: Loyola must continue to strive to be among the nation's finest universities. As many other institutions seek to enter these ranks, there will be continuing competition for the most outstanding students and faculty. If Loyola does not continually work for greater stature, it will fall behind. The VPAA will take a leadership role in these efforts.
3. Balance academic creativity and fiscal responsibility: Loyola's primary commitment is always to provide academic programs of high quality to students. Fulfillment of this commitment requires resources to be generated, managed with care, and allocated to the activities that best advance the strategic plan. The new VPAA will be asked to achieve academic goals in a way that is fiscally responsible and supports not only the current generation of students, but future generations as well.
4. Provide leadership for a strengthened commitment to research: Loyola will sustain its commitment to teaching of the highest quality, but the best students and faculty are eager to have research opportunities. The VPAA will strive to increase the support for and engagement in research by both graduate and undergraduate students and faculty, without wavering from the fundamental ongoing commitment to teaching.

PROFESSIONAL QUALIFICATIONS AND PERSONAL CHARACTERISTICS

The ideal candidate will have the following professional qualifications and personal characteristics:

- Academic credentials and accomplishments: Academic credentials and accomplishments sufficient to earn appointment to a tenured faculty position in the senior ranks;
- Enthusiasm for the mission: Enthusiasm for the distinctive Catholic and Jesuit mission of Loyola College, and knowledge of which is open to the full range of human experience and faith traditions;
- Breadth of experience and interests: Familiarity with undergraduate, graduate and professional programs, and with the range of fields that make up the academic programs at Loyola;
- Dynamic leadership and academic vision: Vision for the academic program and dynamic leadership for engaging the College community in striving for continuing growth in regional and national prominence; entrepreneurial spirit that seeks out creative new opportunities for programs and other activities in both disciplinary and interdisciplinary areas;
- Commitment to students: Commitment to serving students both in the academic program and in co-curricular activities and services;
- Administrative experience: Experience as an administrator with significant responsibilities within a complex organization; administrative experience that builds on successful personal engagement as a teacher and scholar; significant budget and supervisory experience;
- Communication: Strong communication skills both in relationships with faculty, staff and students, and with the external community and friends of the College;
- Personal qualities: sensitivity to diversity and a commitment to strengthening the diversity of the Loyola community, eagerness to be an active member of the Loyola community, integrity.

COMPENSATION

Compensation for this position is competitive with comparable institutions.

PROCEDURE FOR CANDIDATES

Inquiries, nominations, and applications are invited. Those interested are encouraged to provide a letter describing their interest in and qualifications for the position, a resume, and the names and contact information for five references. This packet should be sent electronically via e-mail to Loyola's consultants, Jean Dowdall, Ph.D., and Jane Courson, at LoyolaVPAA@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer at 2015 Spring Road, Suite 510, Oak Brook, IL 60523. This search will be conducted with respect for the confidentiality of candidates. References will not be contacted without the prior knowledge and approval of the candidate. Review of candidates will begin on December 1 and continue until the position is filled. The new Vice President is expected to be appointed and begin to serve in summer 2007.

Additional information about Loyola College in Maryland can be found at www.loyola.edu and the academic website: <http://www.loyola.edu/academics/academicaffairs/index.html>.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Loyola documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Appendix I: Organization chart for Academic Affairs

