

K-State at Salina

# 2005-2006 Report to the President's Commission on Multicultural Affairs

---



**Date:** January 30, 2007

**Submitted by:** Pedro Leite

## **The 2005-2006 Report to the President's Commission on Multicultural Affairs for Colleges**

**College:** College of Technology & Aviation  
**Date Submitted:** January 31, 2007  
**Contact Person:** Pedro Leite  
**Title:** Assistant Dean  
**Phone/E-mail:** 785-826-2928 / [pleite@k-state.edu](mailto:pleite@k-state.edu)

### **I. Leadership and Infrastructure for Promoting Diversity**

#### Dean's Leadership Efforts

The College of Technology & Aviation strives to continuously provide its students, faculty, and staff with opportunities to develop attitudes and skills necessary to succeed in a diverse and interdependent world. The College actively seeks to (1) expand academic opportunities for students from under-represented groups seeking technology and aviation careers, (2) expand opportunities for international experience to prepare graduates for careers in today's global atmosphere, and (3) enhance the overall level of diversity within the faculty, staff and student body.

Diversity includes appreciation and respect to individual as well as group characteristics defined by such factors as age, gender, race, ethnicity, religion, socio-economic, educational attainment, profession, marital status, parental status, intellectual ability, geography of origin, and personality. Diversity is about embracing, respecting, and celebrating the differences that make each one of us an essential contributor for the betterment of society.

Under the leadership and vision of Dean Dennis Kuhlman, a new leadership-level position was recently created – Assistant Dean of Academics. Amongst the responsibilities of this new position, are the coordination, implementation, and assessment of the College's diversity efforts. The person in this new position will also serve as the Diversity Point Person as well as represent the College in the President's Commission on Multicultural Affairs (PCMA).

#### Diversity Point Person

Prof. Pedro Leite was appointed the new Assistant Dean of Academics and the Diversity Point Person in June 2006. He also holds the rank of Associate Professor of Computer Systems Technology. His responsibilities include:

- Serve as the liaison between the College and main campus' diversity committees, programs, and initiatives.
- Chair of the Multicultural Connection Committee (MCC).
- Development of a College-wide diversity assessment plan.

- College-wide diversity climate surveys.
- Educational diversity initiatives.
- Maintenance of the Multicultural Connection Committee's web site.

### College's Strategic Plan for Diversity

The first project charged to the new Assistant Dean of Academics was to develop a College Strategic Plan for Diversity (Attachment I). The strategic plan follows the University's strategic themes as presented by Provost M. Duane Nellis [available online at <http://www.k-state.edu/provost/planning/>]. These strategic themes are linked with the University's Priorities and Mission and are based on feedback from the faculty and University leadership.

The strategic plan is also guided by the College of Technology & Aviation's vision statement, especially:

- Continuous expansion of academic opportunities for women and minorities seeking technology and aviation careers. Industrial cooperatives, internships, partnerships with existing institutions, such as Tuskegee University, and study abroad are examples of initiatives actively being pursued to expand academic opportunities and increase diversity.
- Expansion of undergraduate involvement in professional societies, interdisciplinary team participation, national and international student competition, and significant work-based professional experience as a portion of each student's structured education.
- Expansion of opportunities for international experience to prepare graduates for careers in today's global atmosphere.
- Commitment to student learning in a safe and holistic learning environment that integrates the academic, social, physical, and mental aspects of their profession.

Finally, the strategic plan is divided into five goals as follows:

1. Leadership for Diversity.
2. Minority Student Recruitment and Retention.
3. Minority Faculty and Staff Recruitment and Retention.
4. Curriculum Transformation through the Infusion of Multicultural Content.
5. Enhancement of the Climate of Appreciation for Diversity Issues.

### Diversity Committee

The Multicultural Connection Committee (MCC) is an organization that leads and organizes the diversity efforts on the K-State at Salina campus. The MCC's charge is to support the

college in developing and implementing the recruitment and retention of students, faculty, and staff who identify with traditionally underrepresented populations. The committee also collaborates with the President's Commission on Multicultural Affairs, Tilford Group and other university-wide diversity committees to enhance awareness of others, build multicultural, multi-ethnic and interpersonal skills for effective global communication and to provide activities that promote diversity on campus.

Membership is comprised of a total of 13 appointed and voting members; however, others are welcome to participate as “Members at Large.” The appointed members are divided as follows: (a) three students are nominated by department heads, one from each department (one-year term with the possibility of reappointment); (b) one faculty member from each of the three departments (two-year term with the possibility of reappointment); (c) one classified person (two-year term with the possibility of reappointment); (d) one person from the Facilities (two-year term with the possibility of reappointment); (e) there are five permanent positions – assistant director of college advancement for student life, residence life coordinator, academic achievement coordinator, assistant director of student support services, and the admissions rep responsible for international students; (f) the chairperson is the new assistant dean of academics.

Following is the Committee’s current membership:

<b>Member</b>	<b>Title</b>	<b>Department</b>
Lindsey Boeckman	Staff Assistant	Residence Life
Crystal Davis	Director	TRIO/SSS
Judy Dechant	Library Assistant	Library
Zusseth Gonzalez	Student	Arts, Sciences & Business
Delton Gordon	Assistant Director	College of Advancement
Chip Holub	Student	Aviation
Bridgette Hurte	Coordinator	Academic Achievement Center
Hugh Irvin	Instructor	Aviation
Saeed Khan	Associate Professor	Engineering Technology
Pedro Leite	Assistant Dean	Dean’s Office
Yuki Narita	Student	Engineering Technology
Greg Stephens	Associate Professor	Arts, Science & Business
Jacqueline Wood	Admissions Rep	International Students

## Committee Activities

The MCC organizes cultural and educational activities and serves as a support/consulting group to the College. Following is a list of activities that the MCC was involved with:

- International Students
  - K-State at Salina has been trying to attract more international students. There are 11 international students (F1 and J1 visas) currently attending K-State at Salina. These students have greatly added to the international and multicultural composition of our campus. Their participation in academic and extra-curricular activities has added a new international dimension and exposure to our resident students as well as the Salina community at large. We have students from the following countries:
    - Japan: 5 students
    - Kazakhstan: 4 students
    - Paraguay: 1 student
    - Thailand: 1 student
  - During the 2007 International Education Week, international students were invited as guest speakers and presented three sessions to the campus and community at large. They shared aspects of their cultures, language, customs, religion, music, and food. It was a tremendous opportunity for American students to understand and appreciate different cultural perspectives on academics, profession, and personal life. The program's main objective was to add a global perspective to the educational experience of students at K-State at Salina. The presentations topics included:
    - Japan
    - Japanese Culture
    - Kazakhstan: Its People and Customs
- Internationalization Initiatives
  - K-State at Salina is part of the group working on a strategy to attract more international students – possible distance education – from Turkey.
  - K-State at Salina leadership in the process of developing printed PR material to be distributed during visits by K-State's International Recruiting Office representatives at education fairs in China, India, and Saudi Arabia.
  - K-State at Salina has met with Jim Lewis from the International Recruiting Office and Karl Zhao, liaison, Kansas Department of Commerce and the Chinese government. The purpose of this meeting was to explore educational opportunities available at K-State at Salina that may fit China's current and future needs – Aviation Maintenance, Professional Pilot program, Engineering Technology, and Technology Management.
- Events Sponsored and/or Supported on Campus
  - Martin Luther King Jr. Celebration

- Black History Month
- Women History Month
- Cinco de Mayo
- Native American History Month
- National Hispanic Heritage Month
- Christmas Around the World
- Multicultural Student reception (Fall semester)
- Multicultural Person of the Year Award (Spring semester)
- International Education Week
- TWIST – Teen Women in Science and Technology Program (Spring semester)
- Cargill’s “From Backpack to Briefcase” program
- SSS is the K-State at Salina campus facilitator for SafeZone
- Upward Bound’s Cari Barragree presented on the Negro League Information Session
- SSS promoted, in collaboration with SIFE, eight Personal Financial Success Seminars to students in Salina
- An SSS participant, Mr. Eric Dodder, won the K-State Extra Ordinary Student Award
- National TRIO Day celebration
- “The Spoken Word”, poetry reading featuring black poets
- Storytelling Workshop

## **II. Recruitment and Retention of Historically Under-represented Students**

Appendix A provides enrollment and graduation data for the College of Technology & Aviation broken down by gender and race/ethnicity (this information has been compiled from institutional databases by the Office of Planning and Analysis.) The administration at K-State at Salina has been working diligently to implement initiatives and policies that support and enhance a diverse multicultural environment. However, we do believe that there are still plenty to be done especially regarding the recruitment and retention of minority students. Following are the initiatives currently under way:

- The Aviation department is a corporate member of Women in Aviation International (WAI) and has a student chapter. This group provides both a networking opportunity for the female students and a natural support group for dealing with the challenges of life and career transitions.

- The Aviation department is actively involved with the Organization of Black Airline Pilots (OBAP) and has had a booth at their national convention in 2003, 2005, and 2006. This consistent presence gives access to leaders, families, and students within the African-American community, especially those interested in aviation. Opportunities include:
  - Membership in the Aviation Careers Coalition established by OBAP. We are the only institution of higher education currently in this group.
  - Recognized “majority” educational partner with OBAP and invited to support OBAP Aviation Career Education (ACE) Camps and participate in the development of opportunities to prepare aviation interested students to progress from high school to the industry opportunities.
- Through our support of the Aviation Youth Academy, a privately organized youth mentoring group in the metropolitan Kansas City area, we have conducted overnight aviation experience camps in the summer of 2004, 2005, and 2006. Each summer we have had approximately 20 middle school age African-American students on our campus for an introduction to aviation.
- During the summer of 2006, we had our first opportunity to work with the Kansas Cosmosphere summer aviation camps. We are seeking to develop the opportunity to provide both an advanced flight camp and college experience for students from across Kansas. While there were only four students, this first group included under-represented students by gender and race.
- The College has been an active participant of the Kauffman Scholars Program.

The College’s leadership believes that more can be done by all academic and administrative departments. The current Strategic Plan for Diversity contains goals that specifically address minority student recruitment and retention:

- (1) Develop recruiting materials geared towards under-represented student groups.
- (2) Enhance College’s visibility to attract under-represented high school students.
- (3) Develop bridge programs with Community Colleges.
- (4) Develop partnerships with Historically Black Colleges and Universities, Native American and Hispanic serving institutions.
- (5) Support the activities of the TRIO and Upward Bound programs.
- (6) Support the activities of the Office of International Students.
- (7) Support the Academic Achievement Center in developing a support structure for students from under-represented groups (especially incoming freshmen.).

### III. Recruitment and Retention of Historically Under-represented Faculty and Staff

#### Faculty and Staff

Appendix B (Faculty) and Appendix C (Staff) provide data regarding the number of faculty and staff in the College of Technology & Aviation broken down by gender, race/ethnicity, and instructional category (this information has been compiled from institutional databases by the Office of Planning and Analysis.)

The recruitment of under-represented faculty has yielded positive results with the addition of three highly qualified female tenure-track faculty members in the historically male dominated fields and the addition of two administrative leadership positions in the last two years. The following table provides tenure and promotion data for instructional faculty in the 2005/2006 academic year.

College of Technology & Aviation 2005/2006 Academic Year Tenure and Promotion for Instructional Faculty by Gender, Race/Ethnicity and Job Category							
	Tenure		Associate Professor		Full Professor		Total Number Accepted
	Applied	Accepted	Applied	Accepted	Applied	Accepted	
Male	2	2	2	2	1	0	4
Female	0	0	0	0	0	0	0
White	2	2	2	2	1	0	4
African American	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0
Native American	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	2	2	2	2	1	0	4

#### **IV. Curriculum Transformation, Enhancement and Development**

- The Introduction to Aviation course (PPIL 100) specifically addresses the contributions of under-represented groups to aviation. We have received information provided by the Tuskegee Airmen that they believe best represents the impact this group has had on the profession.
- The course on Human Factors in Aviation (PPIL 415) addresses the issue of rank and power within a flight crew relative to experience, gender, nationality, and race. This section of the course explores how these biases impact the safe and efficient operations of an aircraft.
- Our faculty has also gained personal perspective to add to their classroom presentations from their interaction with peers in national organizations and our relationship with Tuskegee University which will be addressed in the following section.
- Dr. Les Hannah took a group of students to a Pow Wow in Oklahoma, and had a naming ceremony for them at the end of the semester.
- The Literature and Society course (ENGL 450) addresses themes of diversity: "Language of the Civil Rights Movement" and "Native American Literature".
- K-State at Salina was awarded two Tilford Incentive Grants in 2006:
  - "Storytelling as a Pedagogical Tool" submitted by Greg Stephens, Leslie Hannah, Rebecca Armstrong, Pat Ackermann, Crystal Davis, and Shana Meyer.
  - "The Infusion of Multicultural Competencies and Information Literacy into the Computer Systems Technology Curriculum" submitted by Pedro Leite and Beverlee Kissick.

K-State at Salina is in the process of developing/adapting a survey instrument to conduct a climate survey with all students (Spring 2008) and a climate survey with faculty and staff (Spring 2009). The diversity point person is also working with the Office of Assessment, University Assessment Facilitators, and members of the assessment teams in each department to draft a diversity assessment plan for each degree program.

#### **V. Diversity Partnerships in Higher Education**

In 2001, K-State and Tuskegee University, a member of the historically black colleges and universities, formed a cooperative aviation partnership. The intent of the program was to reestablish an aviation program built upon the example and heritage of the Tuskegee Airmen. This cooperative program would include student and faculty interaction and has brought Tuskegee students to the K-State at Salina campus every summer since 2001. The partnership has graduated the first African-American female student, Chrystal Cole-Bridges (Fall 2006).

We have been delivering Aviation Meteorology consistently to Tuskegee University for the past 3 years. This partnership has led to the appointment of Dr. Kenneth Barnard, Professor at K-State, as an adjunct professor in the College of Liberal Arts and Education at Tuskegee University. Likewise, Dr. Vascar Harris, Professor at Tuskegee and Head of the Aerospace Science and Engineering Department, has been appointed as an adjunct professor in the College of Technology and Aviation at K-State at Salina.

**VI. Development/Fundraising or Grant Activities to Support Diversity**

Development/Fundraising

(Summarize funding for diversity initiatives and programs. Funding may come from an internal source such as the Office of Diversity or from an external source such as a private donor or corporation.)

<b>College of Technology &amp; Aviation Summary of Funds Raised for Diversity 2005/2006</b>		
Amount	Purpose	Source of Funds
\$3,500	Storytelling as a Pedagogical Tool	Tilford Incentive Grants
\$2,000	The Infusion of Multicultural Competencies and Information Literacy into the Computer Systems Technology Curriculum	Tilford Incentive Grants
\$2,300	7-day Kauffman Scholars Residential Institute	Kauffman Foundation
<b>\$7,800</b>		

Grants to Support Diversity

(Describe any grants awarded to your unit to support diversity efforts. Grants may come from an internal source such as the Office of the Provost or from an external source such as a Federal agency.)

<b>College of Technology &amp; Aviation Summary of Grants for Diversity Programming 2005/2006</b>		
Amount	Purpose	Source of Funds
\$500,000	Enhancing Lives through Engineering and Technology (ELITE) program. Scholarship program for the recruitment, retention, graduation, and placement of (a) first generation college students, (b) from rural Kansas, (c) from an economically disadvantaged family, and (d) member of ethnic or gender minority group.	National Science Foundation
<b>\$500,000</b>		

## **VII. Enhancing the Community, Climate and Centrality of Diversity**

### Efforts to Evaluate the Climate for Diversity

K-State at Salina is in the process of developing/adapting a survey instrument (Attachment II contains a survey that was used with a diversity/multicultural project in the classroom) to conduct a climate survey with all students (Spring 2008) and a climate survey with faculty and staff (Spring 2009). The diversity point person is also working with the Office of Assessment, University Assessment Facilitators, and members of the assessment teams in each department to draft a realistic diversity assessment plan for each degree program.

Education and Training Used to Enhance Cultural Competence

The Multicultural Connection Committee (MCC) is a College wide diversity action committee that includes faculty, unclassified professionals, classified staff, and students. The MCC provides monthly educational programs and activities that encourage examination and understanding of cultural, sociological, and ethnic human backgrounds. A list of activities is found under section I. Leadership and Infrastructure for Promoting Diversity, Committee Activities.

### Diversity Related Events

- Martin Luther King Jr. Celebration
- Black History Month
- Women History Month
- Cinco de Mayo
- Native American History Month
- National Hispanic Heritage Month
- Christmas Around the World
- Multicultural Student reception (Fall semester)
- Multicultural Person of the Year Award (Spring semester)
- International Education Week
- TWIST – Teen Women in Science and Technology Program (Spring semester)
- Cargill’s “From Backpack to Briefcase” program
- Negro League Information Session
- National TRIO Day celebration
- “The Spoken Word”, poetry reading featuring black poets
- Storytelling Workshop

### **VIII. Scholarship: Research/Publications/Presentations on Diversity-Related Topics**

- Barragree, C. (2006). Developing Teaching Materials for the Negro Leagues Baseball Museum: Making Learning Come Alive. Presented at the National Rural Educators Association Conference, Kansas City, MO.
- Barragree, C. (2006). Making Teaching Come Alive: Creating e-Museum Curriculum Materials for the Negro Leagues Baseball Museum. Presented at the Mid-America Association for Computers in Education, Manhattan, KS.
- Hannah, L. (2006). If the Subaltern Speaks in the Woods (and Nobody Listens...?). Presented at the 2006 Conference on Race, Ethnicity, and Place, San Marcos, TX.
- Khan, S.; & Kissick, B. (2006). Linking Innovation, Cultural Understanding and Global Thinking: Motivating Technology Students to be Attentive to Cultural Issues. Proceedings of the 2006 Midwest Section Conference of the American Society for Engineering Education, Kansas City, MO.
- Leite, P.; & Kissick (2007). The Enhancement of the Computer Systems Technology Curriculum with Multicultural Competencies and Information Literacy. Paper accepted for presentation at the 2007 ASEE Annual Conference and Exposition, Honolulu, Hawaii.
- Leite, P.; & Kissick, B. (2006). The Incorporation of Information Literacy into the Computer Systems Technology Curriculum to Enhance Multicultural Competencies. 2006 ASEE Midwest Section Conference, Kansas City, MO.

### **IX. Awards Received for Diversity Excellence by Individuals, Departments or the College**

- Pedro Leite, Assistant Dean of Academics and Associate Professor of Computer Systems Technology, was the recipient of the K-State at Salina's Diversity Person of the Year Award (2005-2006).

### **X. Other Events and Activities Undertaken or Planned**

- None to report at this time.

## **Appendix A**

### **Student Enrollment and Graduation Data by Gender and Race/Ethnicity**

(Tables can be requested from the Assistant Dean's office)

## **Appendix B**

Full-time Instructional Faculty by Gender, Race/Ethnicity and Instructional Category

(Tables can be requested from the Assistant Dean's office)

## **Appendix C**

Full-time Staff by Gender, Race/Ethnicity and Job Category

(Tables can be requested from the Assistant Dean's office)

## **Attachment I**

College of Technology & Aviation  
Strategic Plan for Diversity

**K-State at Salina**

# Strategic Plan for Diversity 2007-2009

---

**Date:** January 22, 2007  
**Submitted by:** Pedro Leite

## ***K-State at Salina***

College of Technology & Aviation

Strategic Plan for Diversity

2007 – 2010

The College of Technology & Aviation strives to continuously provide its students, faculty, and staff with opportunities to develop attitudes and skills necessary to succeed in a diverse and interdependent world. The College actively seeks to (1) expand academic opportunities for students from under-represented groups seeking technology and aviation careers, (2) expand opportunities for international experience to prepare graduates for careers in today's global atmosphere, and (3) enhance the overall level of diversity within the faculty, staff and student body.

Diversity includes appreciation and respect to individual as well as group characteristics defined by such factors as age, gender, race, ethnicity, religion, socio-economic, educational attainment, profession, marital status, parental status, intellectual ability, geography of origin, and personality. Diversity is about embracing, respecting, and celebrating the differences that make each one of us an essential contributor for the betterment of society.

This strategic plan for diversity is divided into five goals as follows:

6. Leadership for Diversity
7. Minority Student Recruitment and Retention
8. Minority Faculty and Staff Recruitment and Retention
9. Curriculum Transformation through the Infusion of Multicultural Content
10. Enhancement of the Climate of Appreciation for Diversity Issues

**K-State at Salina**  
 College of Technology & Aviation  
 Strategic Plan for Diversity  
 2007 – 2009

Goals/Tasks	Timeframe	Measurement
<p><b>1. Leadership for Diversity</b></p> <p>A. Create an assistant dean position to coordinate the diversity efforts on campus.</p> <p>B. Conduct a climate survey with all students (especially students from under-represented groups.)</p> <p>C. Conduct a climate survey with faculty and staff.</p>	<p>Spring 2007</p> <p>Spring 2008</p> <p>Spring 2009</p>	<p>Position created and filled in June 2006.</p> <p>Develop survey instrument, collect and report data.</p> <p>Develop survey instrument, collect and report data.</p>
<p><b>2. Minority Student Recruitment and Retention</b></p> <p>A. Develop recruiting materials geared towards under-represented student groups.</p> <p>B. Enhance College’s visibility to attract under-represented high school students.</p> <p>C. Develop bridge programs with Community Colleges.</p> <p>D. Develop partnerships with Historically Black Colleges and Universities, Native American and Hispanic serving institutions.</p> <p>E. Support the activities of the TRIO and Upward Bound programs.</p> <p>F. Support the activities of the Office of International Students.</p> <p>G. Support the Academic Achievement Center in developing a support structure for students from under-represented groups (especially incoming freshmen.)</p>	<p>Fall 2007</p> <p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Spring 2008</p>	<p>Brochures and new recruiting information produced.</p> <p>Participate in career days at high schools.</p> <p>Number of contacts made and agreements signed.</p> <p>Continue work with Tuskegee University. Number of contacts made and agreements signed.</p> <p>Events attended and/or sponsored.</p> <p>Events attended and/or sponsored.</p> <p>Established peer and faculty mentoring program.</p>

## ***K-State at Salina***

College of Technology & Aviation  
Strategic Plan for Diversity  
2007 – 2009

<b>Goals/Tasks</b>	<b>Timeframe</b>	<b>Measurement</b>
<p><b>3. Minority Faculty and Staff Recruitment and Retention</b></p> <p>A. Ensure that search committees have made an effort to include a diverse pool of candidates.</p> <p>B. Support the development of a faculty mentoring program.</p> <p>C. Ensure that faculty and staff development programs include topics related to diversity/multiculturalism.</p>	<p>Annual</p> <p>Spring 2009</p> <p>Annual</p>	<p>Number of under-represented applicants.</p> <p>Faculty mentoring manual.</p> <p>Diversity workshops presented at annual College’s kick-off, Professional Day, or development activities.</p>
<p><b>4. Curriculum Transformation through the Infusion of Multicultural Content</b></p> <p>A. Develop a database of courses that have a multicultural component.</p> <p>B. Provide faculty with resources and training about incorporation of diversity/multicultural related issues into current and new courses.</p> <p>C. Encourage faculty participation in the Tilford Incentive Grant program to incorporate multicultural competencies into the curriculum.</p>	<p>Spring 2008</p> <p>Annual</p> <p>Fall 2007, 2008, 2009</p>	<p>List of courses and type of diversity activity.</p> <p>Guest speakers and website with current research. Report on peer institutions best practices.</p> <p>Number of proposals submitted and approved.</p>

***K-State at Salina***  
 College of Technology & Aviation  
 Strategic Plan for Diversity  
 2007 – 2009

Goals/Tasks	Timeframe	Measurement
<p><b>5. Enhance the Climate of Appreciation for Diversity Issues</b></p> <p>A. Establish a diversity lecture series.</p> <p>B. Encourage faculty, staff, and students to participate in College and University-level multicultural activities and events.</p> <p>C. Encourage student organizations, especially SGA, to participate in University and College-level sponsored multicultural activities and programs.</p> <p>D. Develop a website for the Diversity/Multicultural efforts at K-State at Salina.</p>	<p>Fall 2007, 2008, 2009</p> <p>Annual</p> <p>Annual</p> <p>Spring 2007</p>	<p>Lectures presented and number of faculty, staff, and students attending.</p> <p>Events and programs attended. Number of participants.</p> <p>Commitment from clubs' presidents and advisors. Events and programs attended.</p> <p>Live website.</p>

## **Attachment II**

Instruments Used to Measure the College's Climate for Diversity

(Instrument can be requested from the Assistant Dean's office)