Faculty Senate Executive Committee
Friday, October 16, 2015
2:00p.m. – 4:00p.m. – Adelbert Hall, Room M2

2:00 p.m.	Approval of Minutes from the September 14, 2015, Executive Committee Meeting, *attachment*	Roy Ritzmann
2:05 p.m.	President's Announcements	Barbara Snyder
2:10 p.m.	Chair's Announcements	Roy Ritzmann
2:15 p.m.	Enrollment and Coalition Application Update	Rick Bischoff
2:40 p.m.	Bias Reporting System Update	Dean Patterson Naomi Sigg John Killings
2:50 p.m.	Proposed Revisions to SOM By-Laws and SOM Petition for Anatomy	David Carney
3:45 p.m.	IT Strategic Plan	Jess Shoop Steven Hauck
3:55 p.m.	Approval of Faculty Senate Agenda, *attachment*	Roy Ritzmann

Faculty Senate Executive Committee
Minutes of the October 16, 2015 Meeting
Adelbert Hall, Room M2

Committee Members in Attendance
Barbara Snyder, President
Roy Ritzmann, CAS, Chair
Robert Savinell, CSE, Past Chair
Lisa Lang, SODM
Gerald Mahoney, MSASS
Mary Quinn-Griffin, SON
Horst von Recum, CSE
Susan Case, WSOM
Gillian Weiss, CAS
Richard Zigmond, SOM
Juscelino Colares, LAW

Others Present
David Carney, Chair, By-Laws Committee

Guests:
Dean Patterson
John Killings
Lou Stark
Rick Bischoff
Jess Shoop
Steven Hauck
Dan Anker
Nicole Deming
William Shilling

Absent:
Bud Baeslack, Provost
Peter Harte, SOM, Vice Chair

Call to Order
Professor Roy Ritzmann, chair, Faculty Senate, called the meeting to order at 2:00 p.m.

Approval of Minutes
The minutes of the September 14, 2015 meeting of the Faculty Senate Executive Committee were reviewed and approved. *Attachment*

President and Provost's Announcements

The President did not make any announcements.

Chair's Announcements

Prof. Ritzmann said that the Faculty Senate newsletter had recently been emailed to all faculty. A subsequent email had been sent clarifying that the new course evaluations would be implemented for fall 2015 courses.

Enrollment and Coalition Application Update

Rick Bischoff reported that 1259 first year students matriculated this fall. The goal had been to reach 1250. Over the past three years the university reached or exceeded its enrollment goals. The admit rate declined from 75% in 2007 to 36% this year. The number of under-represented minorities matriculating was better than expected but still not where it should be considering the size of the incoming class. The number of international students enrolling in the first year class increased from 147 last year to 186 this year. This exceeded the goal of 175 international students. The number of Ohio students has declined substantially from 2007 which reflects an applicant pool from a wider geographic area and competition from other Ohio schools. The average SAT score increased by 20 points from last year. This reflects a larger and academically stronger group of international students.

A committee member expressed concern that the university is focused more on recruiting students interested in STEM fields than those interested in humanities. Rick Bischoff said that this is an issue at many universities and that graduates in humanities fields have been decreasing since 2008. The university continues to discuss this issue. A senator asked whether we have data on why applicants do not enroll at CWRU. Rick Bischoff said that there are two main reasons; students make decisions to attend institutions perceived to be more prestigious, and/or to attend an institution where the cost of education is lower. There are many high-quality, lower-cost public colleges and universities in our area.

Rick Bischoff reported that the new Coalition Application platform was formally announced on September 28th. It will be available for fall 2017 applicants. 80 institutions have joined the coalition (including all Ivy League schools and 70% of AAU private institutions). The new platform is designed to engage students as young as 9th graders in college preparation. CWRU is not eligible to join the Coalition because we don't meet 100% of admitted students' financial need which is required for private institutions to become members. For public institutions to join, they must have a 6-year graduation rate in excess of 70%.

Rick Bischoff indicated that it is important for CWRU to join the Coalition. The university has been working with Hardwick Day to develop different models for meeting financial need. He presented slides that illustrated different models and discussed how different scenarios would affect the university's discount rate. They have determined that the best way to try and meet financial need is by changing the mix of students and the type of aid that they receive. Meeting financial need has a number of benefits. The university would be eligible to join the Coalition along with peer and aspirant institutions; student debt load would be reduced which reduces

student stress; the university's public perception would be improved; student retention rates could potentially improve; and CWRU could partner with organizations like QuestBridge that connect low income students with colleges and universities. *Attachment*

Bias Reporting System Update

Dean Patterson and John Killings reported on changes that were made to the online bias reporting system over the summer. The changes had been made as a result of concerns expressed by faculty. When a bias report is made anonymously, the system no longer includes a field for the name of the bias incident target. This would prevent investigation unless "otherwise deemed by the Dean of Students". A Committee member asked how the Dean of Students would make this determination. Other Committee members expressed concern that a student could simply include the name of the target in the text box used to describe the incident. A suggestion was made to add language stating that the target should not be named when the report is made anonymously. Dean Patterson and John Killings agreed to add this language.

The system now includes several updated glossary terms and definitions, and language was added to clarify the bias reporting process for faculty and staff.

Dean Patterson said that they receive approximately 8 complaints per year from students. The Office of Student Affairs will keep better records of complaints in the future.

The Executive Committee agreed that because of these additional concerns, the Faculty Senate Committees on Women, Minority Affairs and Personnel should review the online system and provide feedback to the chair of the Senate. *Attachment*

Proposed Revisions to SOM By-Laws and SOM Petition for Anatomy

Professor David Carney, chair of the Senate By-Laws Committee, presented proposed revisions to the SOM By-Laws. A number of revisions had been reviewed and approved by the By-Laws Committee. Others had not been approved because the Committee felt they were ambiguous or unclear. In 2006, the SOM By-Laws had been revised to give more power and responsibility to the Faculty Council (the representative body of faculty in the SOM) instead of the full faculty. Prof. Carney explained that a number of ambiguities in the By-Laws pertain to this division of power. The By-Laws Committee was also confused by the number of different entities that exist within the SOM (academic research units, divisions with the status of departments, centers, etc…). The responsibility for creation and disestablishment of these units is not clearly articulated. Another one of the proposed revisions to the By-Laws would permit the creation of "divisions" with "2-pronged missions" rather than the 3 supported by departments (research, teaching and service). The SOM is proposing that the Anatomy Department be converted to this type of division (i.e. teaching and service). Prof. Carney suggested that the Executive Committee not consider the Petition for Anatomy until it receives clarification from the SOM on these issues. The Executive Committee agreed with this approach and voted to seek clarification from the SOM.

Prof. Carney reviewed the revisions to the SOM By-Laws that had been approved by the Senate By-Laws Committee. The Executive Committee voted to include these revisions on the agenda for the Faculty Senate meeting. *Attachment*

IT Strategic Plan

Jess Shoop, IT Senior Project Director, and Professor Steven Hauck (CAS) (faculty representative for the IT strategic planning process) reported that Information Technology is seeking input from faculty, staff and students on information technology services at CWRU. Input will be used in the IT strategic planning process that will begin soon. Town hall forums will be held and a campus-wide survey will be distributed. IT will seek endorsement of the plan during the 2016 spring semester. Professor Ritzmann encouraged members of the Executive Committee to inform their colleagues about the process.

Approval of Faculty Senate Agenda

The Executive Committee voted to approve the agenda for the Faculty Senate meeting with the deletion of the item on the SOM Petition for Anatomy. *Attachment*

The meeting was adjourned at 4:30pm.

Approved by the Faculty Senate Executive Committee

Rebecca Weiss
Secretary of the University Faculty

Fall 2015 Enrollment Update

Rick Bischoff
Vice President
Enrollment Management

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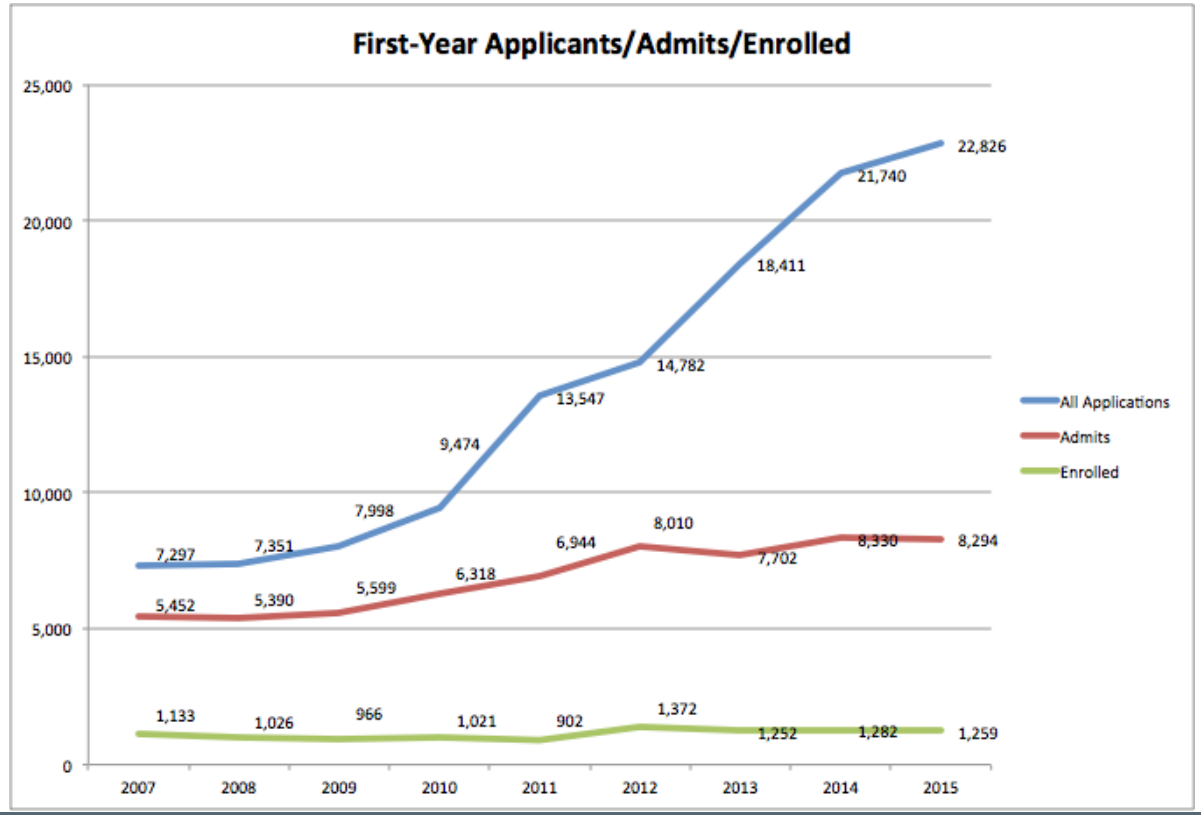

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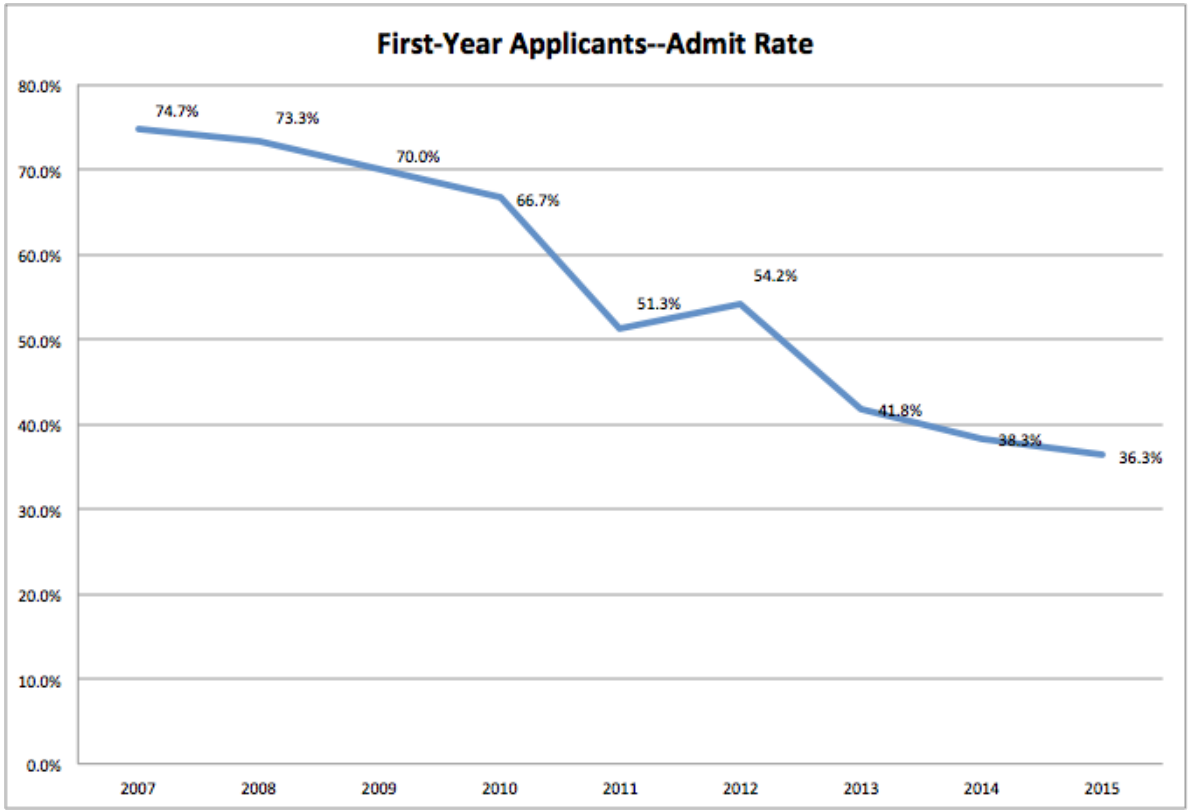

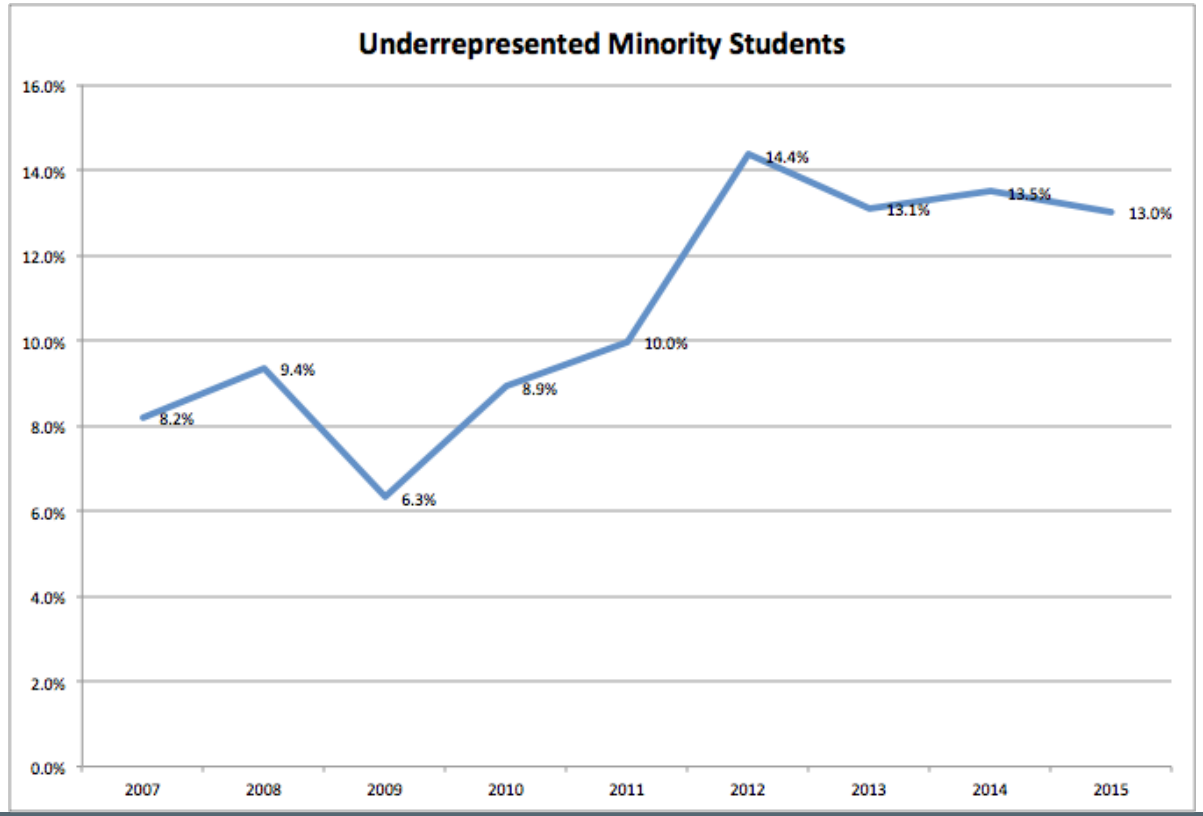

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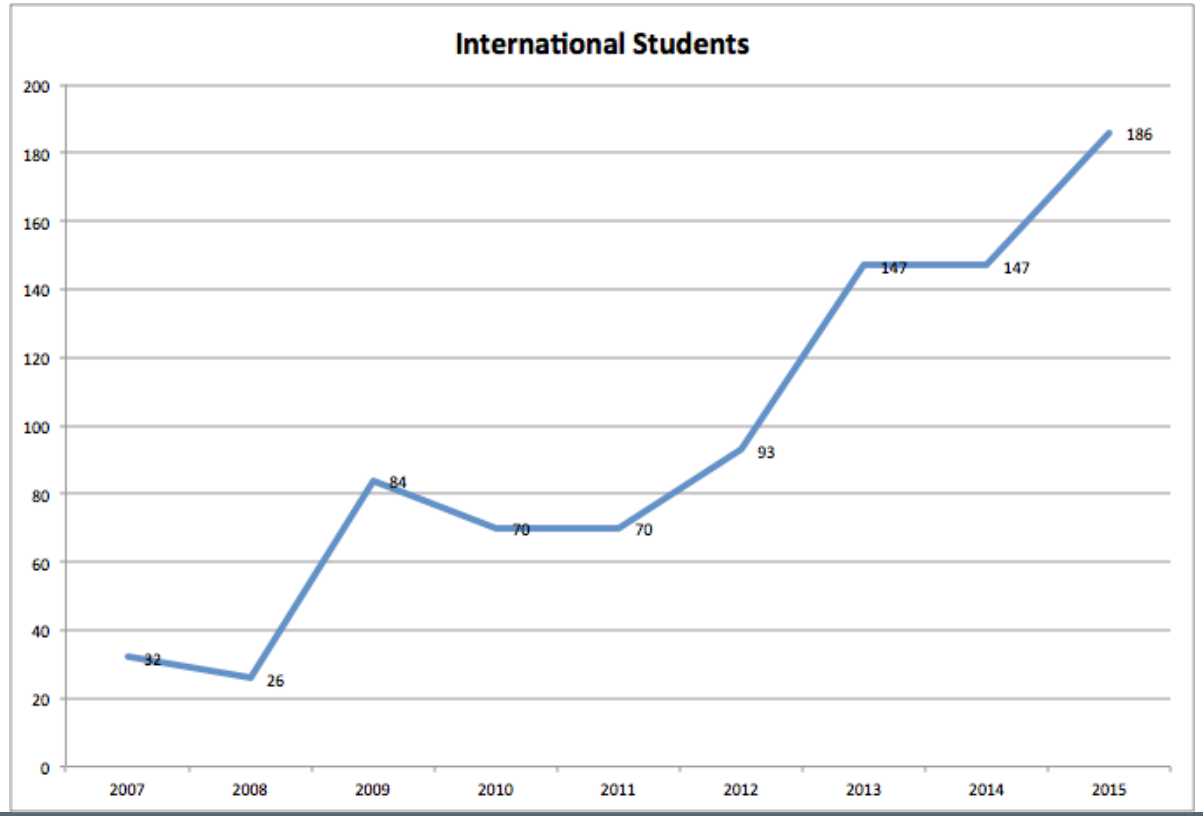

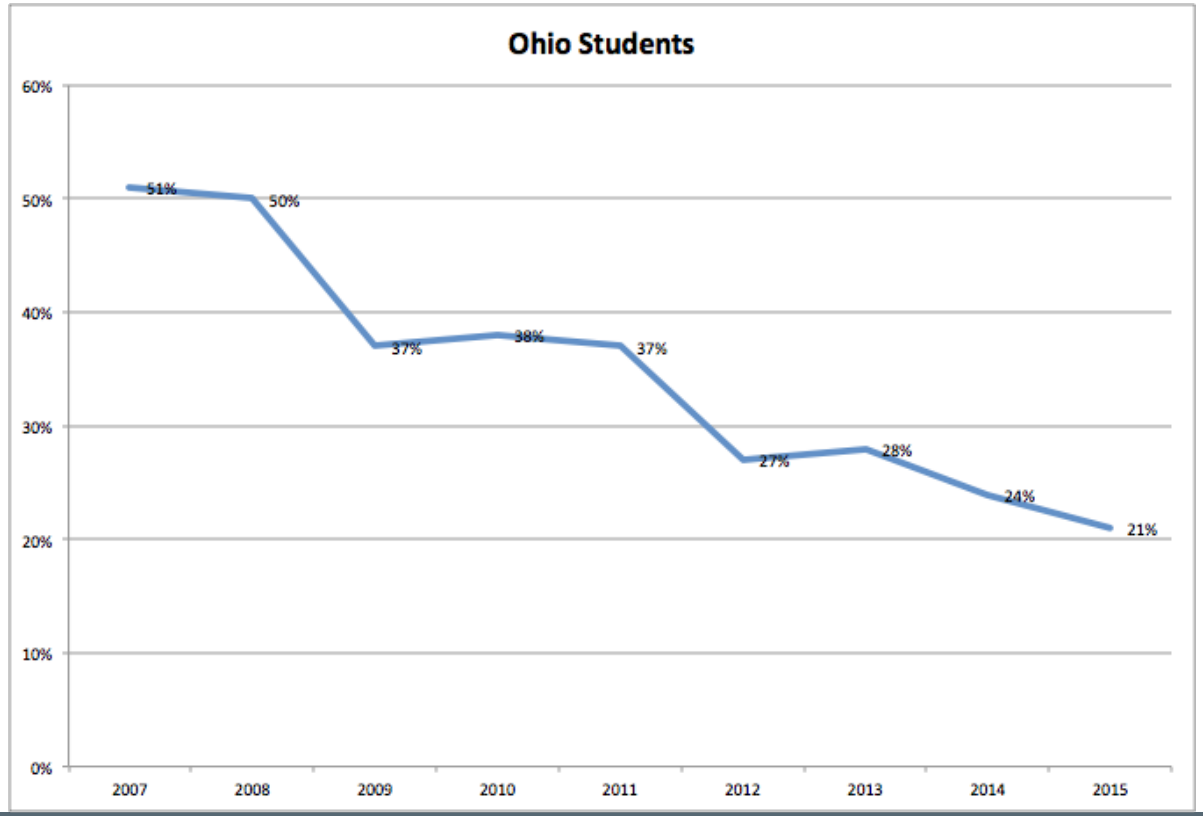

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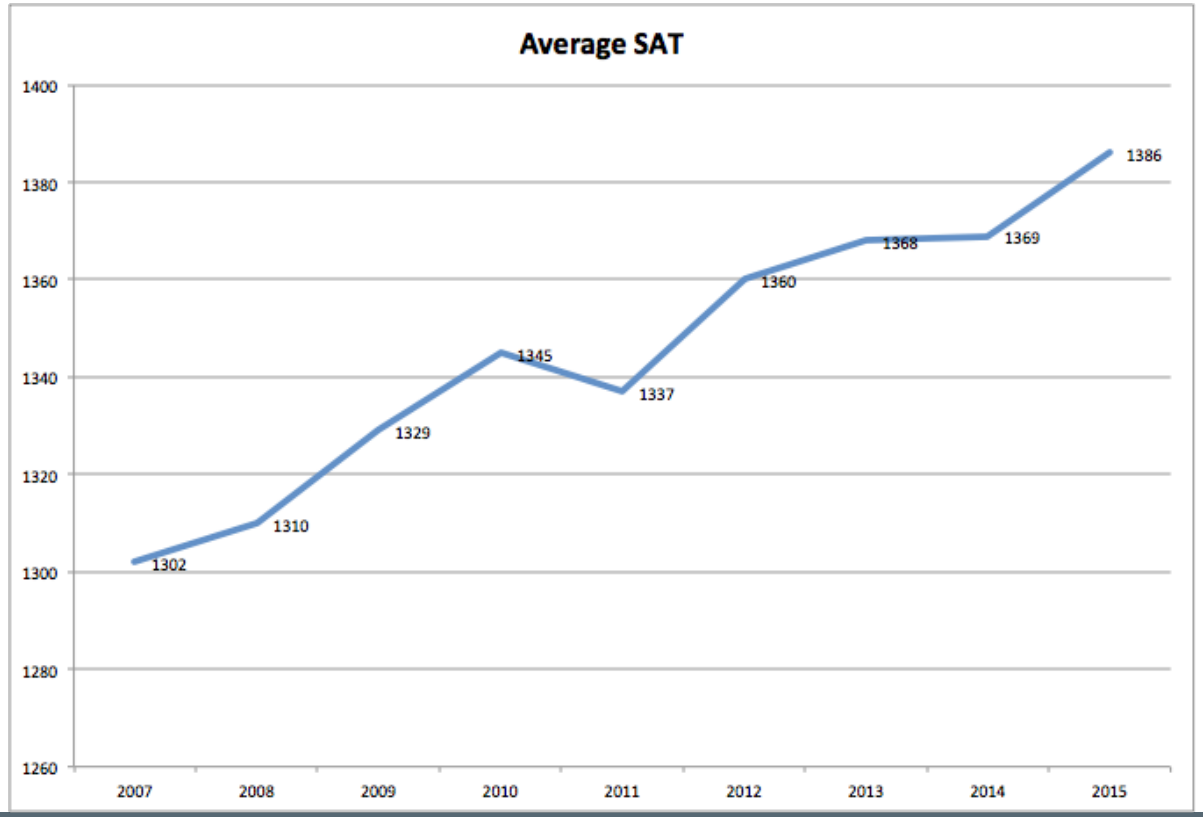


Meeting Need

Rick Bischoff
Vice President
Enrollment Management

Coalition for Affordability, Access and Success Application

- Launching in summer of 2016 for fall 2017 applicants
- Announced launch September 28, 2015

- 70% of AAU Private Universities
- All of the Ivies
- Tufts and Northeastern
- Michigan, Michigan State, Purdue, Indiana, Ohio State, Miami of Ohio, Pitt and Penn State

- CWRU is ineligible for membership

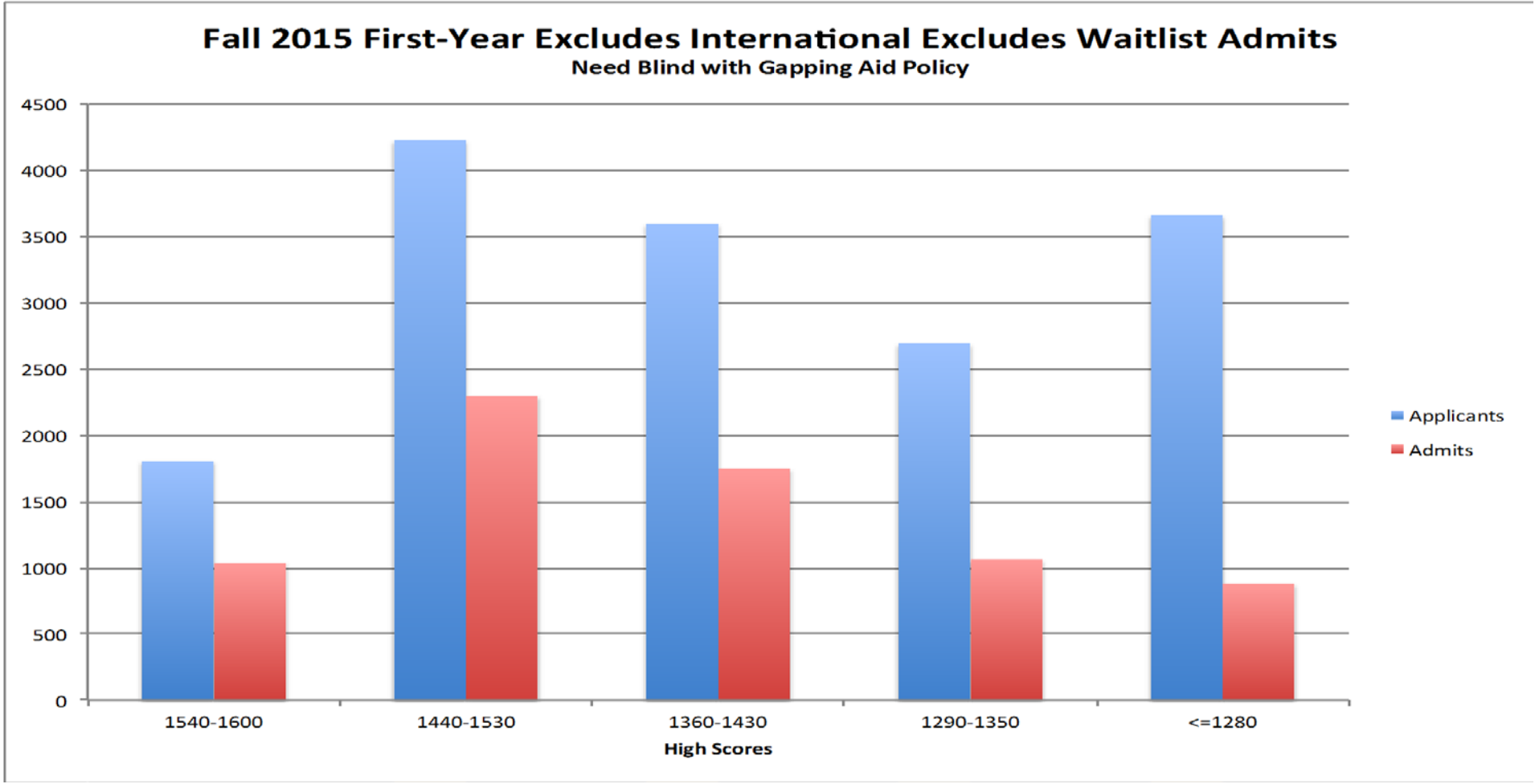
Implications of Current Award Strategy

Highest ability student with $7,000 family contribution

CWRU current grant:
$37,400
CWRU expected first year borrowing: $15,600

Competitors who meet need grant: $47,000
Competitors expected first-year borrowing: $ 5,500

CWRU is not seriously considered when students are admitted


Fall 2015 First-Year Excludes International Excludes Waitlist Admits
Need Blind with Gapping Aid Policy
4500
4000
3500
3000
2500
2000
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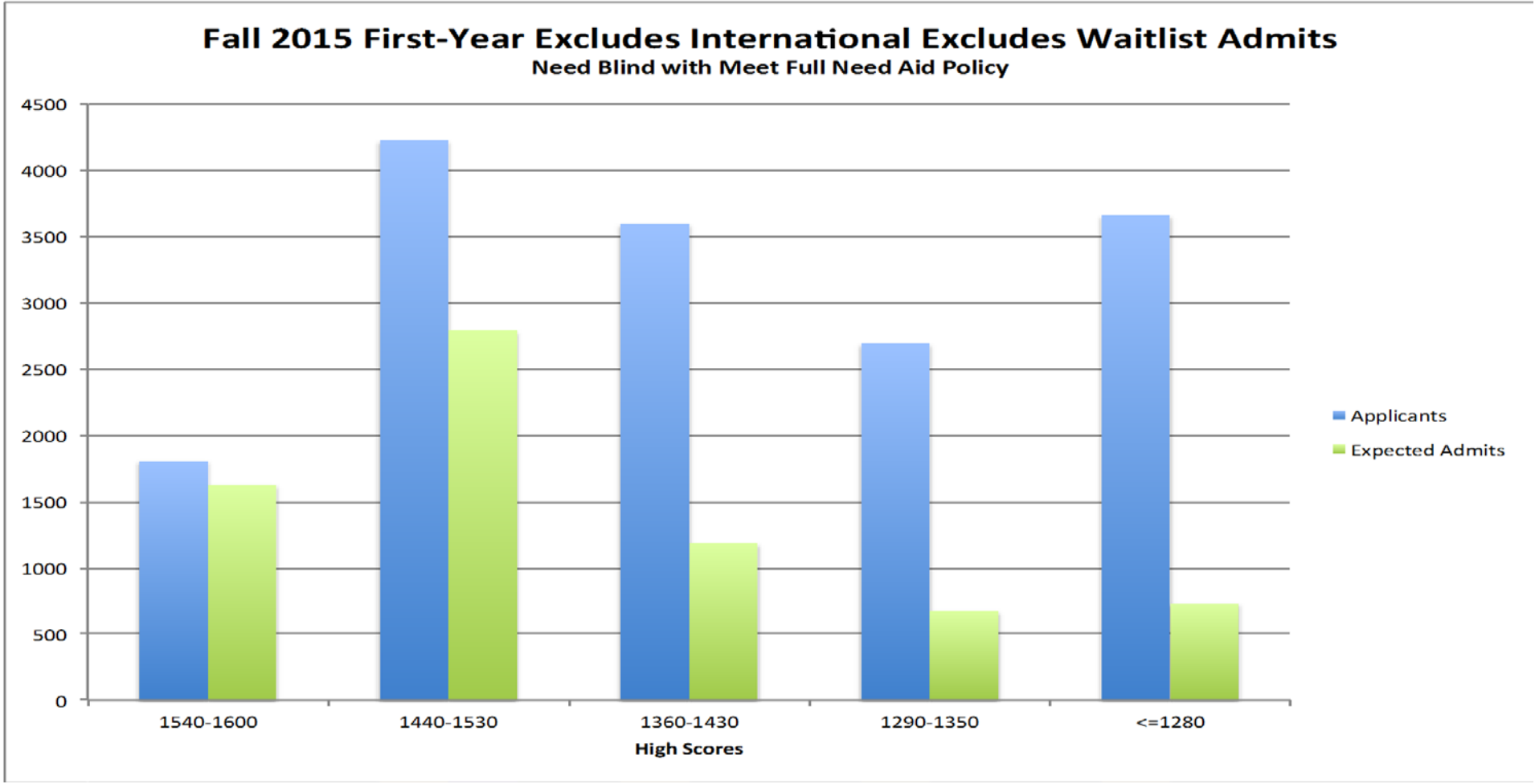
1540-1600
1440-1530
1360-1430
1290-1350
<=1280
High Scores
Applicants
Admits


Fall 2015 First-Year Excludes International Excludes Waitlist Admits
Need Blind with Meet Full Need Aid Policy
4500
4000
3500
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1360-1430
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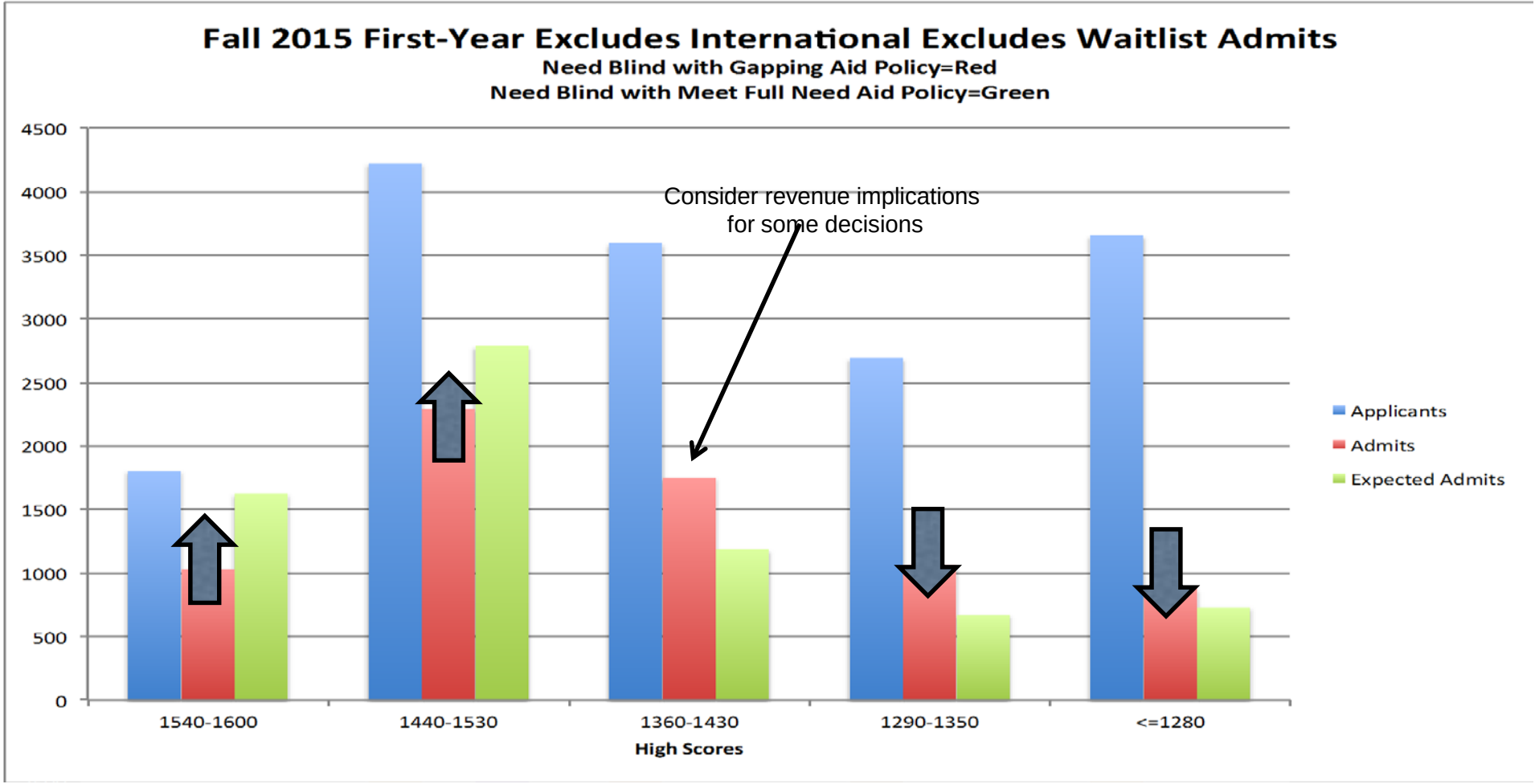
<=1280
High Scores
Applicants
Expected Admits


Fall 2015 First-Year Excludes International Excludes Waitlist Admits
Need Blind with Gapping Aid Policy=Red
Need Blind with Meet Full Need Aid Policy=Green
4500
4000
3500
3000
2500
2000
1500
1000
500
0
Consider revenue implications
for some decisions
1540-1600
1440-1530
1360-1430
1290-1350
<=1280
High Scores
Applicants
Admits
Expected Admits

Fall 2015 First Years

Fall 2015 Discount Contribution

	Adjustment	Students	Discount Rate
US With Grant	0	437	68.8%
US Scholarship Only	0	553	54.2%
US No Need/Benefit	0	84	0.0%
International	0	197	7.1%
Total	0	1271	49.1%

Average Scholarship Reduction	0
Average Grant Increase	0

Adjust Scholarship and Grant

Demo Discount Contribution

	Adjustment	Students	Discount Rate
US With Grant	0	437	84.3%
US Scholarship Only	0	553	49.7%
US No Need/Benefit	0	84	0.0%
International	0	197	7.1%
Total	0	1271	52.6%

Average Scholarship Reduction	$2,000
Average Grant Increase	$7,000

The Real Power is in Changing the Mix

Demo Discount Contribution

	Adjustment	Students	Discount Rate
US With Grant	-85	352	68.8%
US Scholarship Only	60	613	54.2%
US No Need/Benefit	25	109	0.0%
International	0	197	7.1%
Total	0	1271	49.1%

Average Scholarship Reduction	$2,000
Average Grant Increase	$7,000

Evaluation Points

- Hardwick Day modeled outcome applying proposed 2016 policy to 2015 applicant pool. (October)
- EA/ED applicant pool (November)
- EA/ED admissible students (December)
  - Check PPSP/RD applicant pools to date and application starts
- RD applicant pool (January)
- RD admissible students (March)

Positive Implications

- Reduces student debt
- Reduces student financial stress
- Potential retention improvement
- Improve yield
- Opportunity for improved diversity
- Improved public perception
- Opportunity to partner with organizations such as QuestBridge, Say Yes to Education, Chicago Scholars, etc. if we choose.

BIAS REPORTING SYSTEM

Changes and Updates

September 2015

Anonymous Reporting

Students are no longer able to include "involved parties" when submitting anonymous reports. This change is to prevent the possibility of students submitting complaints against faculty and staff without leaving a name for the Bias Reporting System Team (BRST) to follow up. The anonymous nature of these reports would prevent investigation unless otherwise deemed by the Dean of Students. This change was made in the spring semester.

Language and Glossary

The BRST, upon recommendation of Liz Roccoforte, and students updated the use of gendered language (i.e., he/she to they/them) to be more inclusive to the campus community. Additionally, through recommendations from faculty such as Ken Ledford, several of the glossary terms were updated. Furthermore, other definitions were changed to reflect the definitions used by the state of Ohio and other professional associations.

Faculty and Staff Reporting Clarification

The BRST added a section to the main BRS website to clarify the process for faculty and staff to report biases and discriminatory acts on campus. This section includes web and telephone resources for the Office of Inclusion, Diversity, and Equal Opportunity as well as the Integrity Hotline for added clarity.

Confidentiality Statement

The BRST updated the confidentiality statement to reflect the policies and procedures in the Student Code of Conduct.

DIVISION OF STUDENT AFFAIRS
CASE WESTERN RESERVE UNIVERSITY

Bias Reporting System
110 Adelbert Hall
216.368.2020
biasreporting@case.edu

DIVISION OF STUDENT AFFAIRS
CASE WESTERN RESERVE UNIVERSITY

BYLAWS

THE FACULTY OF MEDICINE

CASE WESTERN RESERVE UNIVERSITY

ADOPTED BY THE FACULTY OF MEDICINE, AUGUST 25, 1978
RATIFIED BY THE FACULTY SENATE, DECEMBER 13, 1978

AMENDED BY THE FACULTY OF MEDICINE, MARCH 25, 1998
RATIFIED BY THE FACULTY SENATE, APRIL 23, 1998

AMENDED BY THE FACULTY OF MEDICINE JUNE 25, 1999 AND JUNE 30, 2000
RATIFIED BY THE FACULTY SENATE, NOVEMBER 6, 2000

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 31, 2003
RATIFIED BY THE FACULTY SENATE, APRIL 27, 2003

AMENDED BY THE FACULTY OF MEDICINE, APRIL 22, 2005
RATIFIED BY THE FACULTY SENATE, FEBRUARY 27, 2006

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 11, 2010
RATIFIED BY THE FACULTY SENATE, APRIL 21, 2010

AMENDED BY THE FACULTY OF MEDICINE, AUGUST 26, 2011
RATIFIED BY THE FACULTY SENATE, FEBRUARY 22, 2012

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ARTICLE 1 -PURPOSE

These bylaws and all amendments adopted as hereinafter provided shall henceforth constitute the rules and regulations governing the conduct and procedures of the Faculty of Medicine in the performance of its duties and in the exercise of its authorized powers, as specified by the constitution of the University Faculty of Case Western Reserve University. They are intended also to facilitate the participation of the clinical and adjunct faculty in organizing and executing the curriculum of the School of Medicine.

ARTICLE 2 - THE FACULTY OF MEDICINE

2:1 Membership of the Faculty of Medicine

The Faculty of Medicine shall consist of (1) regular faculty, defined as all persons who hold full-time appointments in the School of Medicine and who have unmodified titles at the rank of professor, associate professor, assistant professor, senior instructor, instructor, and (2) special faculty, those who hold these ranks modified by the adjective clinical, adjunct, visiting, or emeritus. In addition, ~~, and (3)~~ fifteen students, ~~three~~ two elected from and by ~~each~~ each of the four University Program medical school classes, two elected at-large from and by Cleveland Clinic Lerner College of Medicine (CCLCM) students, two elected from and by M.D.-Ph.D. students, and ~~one~~ three elected from and by medical school graduate students, shall act as non-voting student representatives. The president of the university, a vice-president of the university responsible for medical school activities, and an administrative officer from and selected by each affiliated hospital shall be members of the faculty *ex officio*. The dean of the School of Medicine shall furnish annually to the secretary of the University Faculty a list of all full-time members of the faculty. (A full-time faculty member is one who is a member of the University Faculty as defined in the Faculty Handbook of Case Western Reserve University.) The Faculty of Medicine shall create a Faculty Council to conduct such business for it as is described below.

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2:2 Officers of the Faculty

The president of the university and, in the president's absence or by the president's designation, the dean of the School of Medicine or the dean's representative, shall be chair of the Faculty of Medicine. The chair of the Faculty Council shall serve as vice-chair of the Faculty of Medicine. The Faculty of Medicine shall have a secretary who shall be appointed by the dean. The secretary shall provide due notice of all faculty meetings and the agenda thereof to the members of the faculty and distribute to the members the minutes of each meeting. The office of the dean shall be requested to supply appropriate administrative support for these functions.

2:3 Authorities and Powers of the Faculty of Medicine

a. Authorities. Those authorities delegated by the University Faculty to the Faculty of Medicine for the educational, research, and scholarly activities of the School of Medicine shall reside in the Faculty of Medicine.

b. Powers Reserved. The regular faculty members of Faculty of Medicine shall make recommendations to the University Faculty concerning the establishment, discontinuance, or separation of any constituent school or college, or concerning the merging of such organizational units, and concerning any matter of import referred by the Faculty Council to the Faculty of Medicine for the determination of its recommendation.

The regular faculty members of the Faculty of Medicine shall have the power to recommend approval of amendments to these bylaws and the power and obligation to elect (1) senators to the University Faculty Senate; (2) a majority of the members of the Faculty Council; and (3) a majority of the voting members of the standing committees listed in section 2:6a.

Commented [djc2]: Reserved powers and powers to approve reorganizations are either vague or not fully consistent with powers given to Faculty Council. See memo to Dan Anker and Nicole Deming.

2:4 Meetings of the Faculty

a. Regular Meetings. The faculty shall schedule meetings at least ~~two~~ three times each academic year. The dean of the School of Medicine shall be asked to describe the state of the medical school generally at one of the meetings. Another meeting shall have as its main business a program relating to medical education. A third meeting will have an agenda approved by the Faculty Council with at least one-half of the meeting devoted to open forum items. Meeting dates and times will be coordinated to accommodate appropriate schedules. In the event that inclement weather or other unforeseen event forces the university to close, a faculty meeting scheduled for that day shall be rescheduled. The Faculty Council may cancel a scheduled meeting of the faculty in the event there is no business to be conducted.

Commented [WU3]: Approved by bylaws 7 28 15

b. Special Meetings. The Faculty of Medicine shall also meet on the call of the president or the dean, or on written petition of at least 10 faculty members presented to the Faculty Council, or at the request of the Faculty Council.

2.5. Voting Privileges

a. A quorum of the faculty for both regular and special meetings shall consist of 100 members who are eligible to vote on the issue before the faculty as defined below (2:5c-2:5e). Proxies are not acceptable for purposes of either establishing a quorum or voting.

b. Special meetings of the faculty shall be conducted according to Robert's Rules of Order, Newly Revised. A majority of those present and voting shall be necessary to effect action.

c. Special faculty whose titles are modified by the adjectives adjunct or clinical may vote at meetings only on matters concerning the planning and approval of the curriculum, the execution of the instructional program, the formulation of policies with regard to student affairs, appointment and promotion of special faculty; the election of members of committees dealing with such issues, and the election of their representatives to the Faculty Council.

d. Emeritus and visiting faculty members shall not be eligible to vote.

~~e. Student members of the faculty, elected in accordance with Bylaw Article 2:1, shall vote only on matters concerning the planning and approval of the curriculum, the execution of the instructional program, the formulation of policies with regard to student affairs and the election of members of committees dealing with such issues.~~

f. Prior to faculty meetings, Faculty Council will determine which faculty are eligible to vote on each issue scheduled for a vote, guided by 2:5c-2:5e above. If an issue is raised and brought to a vote *ad hoc* at a faculty meeting, the person chairing the meeting will determine who is eligible to vote based on the above criteria.

2:6 Functions and Duties of the Faculty

Commented [DJC4]: No action recommended in this section – med school to revise.

~~a.~~ All powers and obligations of the Faculty of Medicine shall be delegated to the Faculty Council and exercised by it, with the exception of those powers and obligations reserved above. These delegated powers and obligations shall include but not be limited to the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research. The Faculty Council shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

~~b.~~ The Faculty Council shall make recommendations to the dean for consideration and transmittal to the University Faculty Senate with regard to the establishment or discontinuance of departments and may, at its discretion, make its own recommendation concerning the establishment, discontinuance, or merging of units larger than a single department but smaller than a constituent school or college or refer such matters to the Faculty of Medicine for its recommendation. The Faculty Council shall advise the dean with regard to the establishment, discontinuance, or merging of academic or research units of the School of Medicine that are not required by the Faculty Handbook, at Chapter 2, Article V, Sec. A., Par. 2, c., 2, to be brought before the Faculty Senate. The Faculty Council, through the Committee on Appointments, Promotions, and Tenure, shall make recommendations to the dean for consideration and transmittal to the president of the university with regard to faculty promotions to the ranks of associate professor and professor, initial appointments to those ranks, and granting of tenure.

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Commented [D6]: This sentence has been moved to 3:1(a)(iii)

Commented [D7]: This sentence has been moved to 3:1(a)(v)

c. The Faculty Council shall advise the president with regard to the appointment of the dean, as well as an interim or acting dean (see Section 3:6c for procedures), shall advise the dean with regard to recommendations to the president concerning the appointment of academic department chairs, as well as interim or acting chairs (for procedures see 4:3a and 4:3b), and shall advise the dean concerning appointments of directors of hospital departments and major interdepartmental academic officers.

Commented [D8]: This section has been moved to 3:1(a)(iv)

2:7 Committees of the Faculty

a. The majority of the voting members of each standing committee dealing with faculty responsibilities shall be elected by the faculty. The number of non-voting members shall not exceed the number of voting members. The chair of the Faculty Council shall solicit recommendations for committee chair appointments from each standing committee, and then shall normally appoint one of the elected members to be the chair of each such committee, unless other provisions for appointment of chairs are made in these Bylaws. However, ~~but~~ with approval on an annual basis by the Faculty Council, the chair may appoint the dean of the School of Medicine or another faculty member to serve as chair of a standing committee. Standing committees dealing with areas of faculty responsibility shall include the following: Admissions Committee; Bylaws Committee; Committee on Budget, Finance, and Compensation; Committee on Appointments, Promotions, and Tenure; Committee on Medical Education; Committee on Students; Lecture Committee; and Research Committee.

Commented [DJC9]: Changes to 2:7(a) not voted on, subject to other revisions by Medical School.

b. The Faculty Council shall recommend the establishment, discontinuance, and representative composition (e.g., by rank, department, or institution) of standing committees and the length of terms of office of the members, and shall nominate candidates for committee membership. The faculty shall vote upon the nominees and shall elect the majority of voting committee members. Additional members of any standing committee may be appointed by the dean in accordance with the prescribed structure of each such committee. The number of appointed voting members shall be less than the number of elected voting members. The standing committees shall be reviewed by the Faculty Council at least once every five years. In the event that an elected member of a standing committee of the faculty resigns during the term, the nominating committee of the Faculty Council shall appoint a replacement. The first choice should be the faculty member who received the next highest number of votes in the most recent election for this committee position. Should that individual be unwilling or unable to serve, the nominating committee shall appoint an alternate of its choosing to the committee. In either case, this appointee may stand for election to the committee for the remainder of the term of the resigning member at the next regularly scheduled faculty election.

c. The dean shall be a member of all standing committees *ex officio* and may be the chair of any such committee if so appointed by the chair of the Faculty Council with the approval of the Faculty Council. Persons holding the office of assistant or associate dean may be regular members of any of these committees, as long as their number does not exceed 25% of the membership. These persons may not be chairs, but may be executive officers of these committees. Membership rosters of all standing committees shall be published annually.

d. Any action taken in the name of a standing committee shall be made by majority vote. All members of a committee shall be supplied with minutes of the meetings of the committee and with copies of official recommendations of the committee.

e. The meetings of the Faculty Council and of all standing committees shall be open to all members of the faculty except for those of the Steering Committee, the Admissions Committee, the Committee on Students, and the Committee on Appointments, Promotions and Tenure. Chairs of other committees may declare a meeting or part of a meeting closed to faculty attendance only if confidential personnel matters are to be discussed.

f. *Ad hoc* committees of the faculty may be created by the Faculty Council at its discretion.

ARTICLE 3: THE FACULTY COUNCIL

3:1 Purpose and Functions of the Faculty Council

a. There shall be a Faculty Council of the Faculty of Medicine, which shall meet regularly to exercise all powers of the Faculty of Medicine not reserved to the Faculty of Medicine itself. The powers and obligations of the Faculty Council shall include but not be limited to those following:

i) to act for the Faculty of Medicine regarding the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research. It shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

Commented [D10]: Moved to 3:1(a)(x) below.

ii) The Faculty Council shall make recommendations to the dean for consideration and transmittal to the University Faculty Senate with regard to the establishment or discontinuance of departments and may, at its discretion, make its own recommendation concerning the establishment, discontinuance, or merging of units larger than a single department but smaller than a constituent school or college or refer such matters to the Faculty of Medicine for its recommendation.

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iii) The Faculty Council shall advise the dean with regard to the establishment, discontinuance, or merging of academic or research units of the School of Medicine that are not

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required by the Faculty Handbook, at Chapter 2, Article V, Sec. A., Par. 2, c., 2, to be brought before the Faculty Senate.

iv) The Faculty Council shall advise the president with regard to the appointment and reappointment of the dean, as well as an interim or acting dean (see Section 3:6c for procedures), shall advise the dean with regard to recommendations to the president concerning the appointment of academic department chairs, as well as interim or acting chairs (for procedures see 4:3a and 4:3b), and shall advise the dean concerning appointments of directors of hospital departments and major interdepartmental academic officers.

v) The Faculty Council, through the Committee on Appointments, Promotions, and Tenure, shall make recommendations to the dean for consideration and transmittal to the president of the university with regard to faculty promotions to the ranks of associate professor and professor, initial appointments to those ranks, and granting of tenure.

vi) The Faculty Council, through the Lecture Committee, shall organize appropriate lectures;

vii) The Faculty Council, through the Bylaws Committee, shall periodically review and make recommendations concerning the amendment of these bylaws and standing committee charges;

viii) The Faculty Council, through the Nomination and Elections Committee, shall oversee the nomination and election process for standing and ad hoc faculty committees and elections of representatives to the Faculty Senate;

ix) The Faculty Council, through the Committee on Budget, Finance, and Compensation, shall consider matters relating to the SOM's budget, finance, and faculty compensation plan.

x) The Faculty Council shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

~~ii)~~xi) The Faculty Council shall hear reports of the committees of the faculty and of the Faculty Council and recommend action on such reports;

~~iii~~xii) ~~to~~ The Faculty Council shall determine the establishment, discontinuance, and representative composition (e.g., by rank, department, or institution) of the membership, length of term for membership, and charge of all faculty standing committees;

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~~iv~~xiii) ~~to~~ The Faculty Council shall elect a chair, a chair-elect, members of the Steering Committee, and the Faculty Council members of the ~~Nominating~~ Nomination and Elections Committee;

xiv~~v~~) ~~to~~ Through the Faculty Council Steering Committee, the Faculty Council shall determine the agenda for its own meetings and the agenda for the meetings of the faculty;

~~vi~~xv) ~~to~~ The Faculty Council shall classify any issue requiring a vote of the faculty so as to determine the eligibility of the adjunct/clinical and student members to vote on that issue (per 2:4biii and 2:4bv).

xvi) The Faculty Council may appoint standing and *ad hoc* committees to make recommendations concerning its various functions and duties (see Article 3:6d).

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3:2 Membership of the Faculty Council

a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (When more than one autonomous department exists within a single academic discipline, as per section 4:3 below, a representative of each such department shall be elected to the Faculty Council.) and of each division with departmental status. (All references hereafter to academic departments include divisions with departmental status.) These representatives shall be referred to as department representatives. Other voting members shall include two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical, one representative from each affiliated institution and 10 representatives of the regular faculty elected at large. All these representatives shall be members of the faculty.

b. Non-voting Members. Non-voting members of the Faculty Council shall be the president of the university, a vice-president of the university responsible for medical school activities, the dean of the School of Medicine, the associate dean for medical education of the School of Medicine, the chair of the Committee on Medical Education, and student members who shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and one Ph.D. graduate student. The student members shall be chosen by their respective groups. In addition, if a senator to the university Faculty Senate is not included in the Faculty Council as a voting member, the chair of the Faculty Council shall appoint one of the School of Medicine senators to be an *ad hoc* member of the Faculty Council. The chair of the Faculty Council may invite other persons to attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty members may at any time request hearings before Faculty Council, but a request by a faculty member for a hearing before the Faculty Council must be made to the chair prior to the meeting of the Faculty Council.

3:3 Election of the Members of the Faculty Council

(For more details concerning elections, see Article 3:6b, paragraph 3.)

a. Shall be held no later than April 30 of each year, with newly elected members beginning their terms of office on the following July 1.

b. Upon notification by the dean, the full-time faculty members of each academic department of the School of Medicine shall elect as a department representative to the Faculty Council one of their full-time members who holds a primary appointment in that department. The election shall be held by democratic process. Complaints concerning the occurrence of undemocratic selections of representatives shall be brought to the attention of the chair of the Faculty Council.

c. Upon notification by the dean, full-time faculty based at each affiliated institution shall choose, by a method of their own design, one of their members who has a primary base at that institution and who has not been elected a department representative to be a representative to the Faculty Council.

d. The at-large representatives shall be nominated by a nominating committee (see Article 3:6b) and shall be elected by the full-time members of the faculty. The dean shall be requested to supply the nominating committee with a list of the preclinical and clinical science departments and rosters of the full-time faculty members with primary appointments in each department. Five at-large representatives shall be from preclinical departments and five shall be from clinical science departments. There shall be at least two nominees for each of these positions. Those nominees who are not elected shall serve as alternates in the order of votes received (see 3:4). In each three-year cycle beginning with the adoption of these amendments, one preclinical and one clinical at-large representative shall be elected the first year, and two preclinical and two clinical at-large representatives shall be elected in each of the second and third years. Upon adoption of these amendments, the at-large representatives who are then serving may complete their terms of office.

e. The Nominating Committee (see Article 3:6b) shall nominate at least four members of the special faculty whose titles are modified by the adjective adjunct or clinical as candidates for representative to the Faculty Council. Two of these nominees shall be elected by the special faculty whose titles are modified by the adjective adjunct or clinical. The remaining nominees will serve as alternates in the order of votes received.

3:4 Terms of Office of Faculty Council Representatives

Representatives shall serve for a period of three years. Representatives may not serve consecutive terms but may be reelected after an absence of one year. A department

representative who is unable for any reason to complete a term of office shall be replaced by a full-time faculty member from the same academic department, elected by democratic process within that department. The new member shall complete the term of the former member and shall be eligible for reelection if the remaining term so completed has been less than two years. A departmental member on leave of absence shall be replaced during that leave by a faculty member from the same academic department, elected by democratic process within that department. Upon return from leave, the returned faculty member shall complete the original term of office. An at-large representative who is unable for any reason to complete a term of office shall be replaced by an alternate (per 3:3d) who shall serve during the remainder of the term or during the leave of the representative, as outlined for department representatives. A representative of the special faculty who is unable for any reason to complete a term shall be replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during the leave of the representative. A representative of an affiliated institution who is unable for any reason to complete a term shall be replaced by a full-time faculty member with a primary base at the same institution. That individual shall be chosen by the same mechanism as the original representative, and shall serve for the remaining term or during the leave of the original member, as outlined above for department representatives.

Members who have three absences from Faculty Council meetings in one year must resign from the Faculty Council unless their absences were excused by the chair of the Faculty Council. A warning letter will be sent to the Faculty Council member after two absences, with a copy to the department chair. Selection of replacements for members who resign is discussed in the preceding paragraph.

3:5 Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the members who have at least two years of their terms remaining. The chair-elect shall serve as vice-chair of the Faculty Council during the first year following election and succeed to the chair the following year. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall preside over the Faculty Council and shall be vice-chair of the Faculty of Medicine. Following completion of this term of office, the immediate past chair of the Faculty Council shall serve one additional year as a member of the Faculty Council and as a member of its Steering Committee. For procedures to be followed in the election of the officers and committees of the Faculty Council, see article 3:6b. The dean shall be requested to provide administrative support to these officers.

3:6 Committees of the Faculty Council

a. Steering Committee. The Steering Committee shall consist of eight members: the chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the Faculty Council, and five other Faculty Council members who shall be elected by the Faculty Council for one-year terms. These members may be reelected successively to the Steering Committee for the duration of their terms as members of the Faculty Council. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council between meetings. The Steering Committee shall report all actions and recommendations to the Faculty Council. The Steering Committee shall act for the Faculty Council and faculty in reviewing actions of the Committee on Appointments, Promotions and Tenure in order to ensure equity, adherence to published guidelines, and proper procedure. The Steering Committee shall consult with the dean on such matters as the dean brings before it. The Steering Committee shall advise the president concerning the appointment of an interim or acting dean of the School of Medicine.

b. ~~Nominating~~ Nomination and Elections Committee. ~~The Nominating Committee~~This committee shall consist of eleven members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, four other Faculty Council members, two each from the preclinical and clinical sciences, and four full-time faculty members who are not members of the Faculty Council, two each from the preclinical and clinical sciences. The four Faculty Council members of the ~~Nominating~~ Nomination and Elections Committee shall be elected at large by the Faculty Council and shall serve for the duration of their terms as Faculty Council members. The four non-members of the Faculty Council shall be elected by ballot by the Faculty of Medicine and shall serve three-year terms. The chair will be elected from the members of the committee annually. ~~The dean shall serve as chair of the Nominating Committee.~~

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The Nomination and Elections~~Nominating~~ Committee shall nominate (1) candidates for the chair-elect of the Faculty Council, (2) candidates for the Steering Committee, and (3) candidates for the standing committees of the Faculty Council. Ballots listing the nominees and leaving space for write-in candidates shall be sent to all members of the Faculty Council. The election of the chair-elect and the members of the Steering Committee, the Faculty Council members of the Nomination and Elections~~Nominating~~ Committee and the members of other standing committees of the Faculty Council will be carried out at the June meeting of the Faculty Council. Additional nominations for all these offices shall be invited from the floor. The consent of the nominee must be obtained in order for a write-in or floor nomination to be valid. Faculty Council members who cannot attend the June meeting may vote by mail (noting that wherever mail voting or distribution is mentioned in these Bylaws, voting or distribution by email or other method well-calculated to reach voters shall be considered satisfactory). Candidates for chair-

elect will also be candidates for the Steering Committee and will be so listed on mail ballots. Faculty Council members shall vote for one nominee for chair-elect and for six members of the Steering Committee. The five persons with the highest number of votes, excluding the person elected to the office of chair-elect, shall be elected to serve on the Steering Committee. Both mail ballots and ballots collected at the Faculty Council meeting shall be counted, whether or not a quorum is present at the meeting. If the total number of ballots received does not equal or exceed 50% of the members of Faculty Council, ballots may be solicited from absentee members. If either the Steering Committee or the Nomination and Elections~~Nominating~~ Committee perceives a significant deficit in the representation of faculty constituencies within its membership following the annual election, either committee may ask the chair of Faculty Council to appoint a single ad hoc voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee should be a current member of the Faculty Council. In the case of the Nomination and Elections~~Nominating~~ Committee, the appointee should be a regular member of the Faculty of Medicine.

In addition, the Nomination and Elections~~Nominating~~ Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for senator to the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of nominees shall be at least twice the number of positions to be filled. Electees shall be chosen by mail ballot. Ballots listing candidates for Faculty Council, senators, and standing committees of the faculty shall be mailed to all full-time members of the faculty. Ballots listing candidates for the representatives of the special faculty on the Faculty Council shall be mailed to all special faculty whose titles are modified by the adjective adjunct or clinical. Ballots listing candidates for committees dealing with the planning and approval of the curriculum, the execution of the instructional program, and the formulation of policies with regard to student affairs shall be mailed to all members of the faculty. Elections shall be conducted as far in advance of the completion of the terms of sitting members as is practicable. Elections may be conducted through the campus and first class mail or by email or other electronic means. All ballots shall provide space for write-in candidates. At least two weeks shall be allowed between the distribution of all ballots and the close of the election and determination of election results. Distribution of the ballots and the determination and publication of the election results shall be the responsibility of the Nomination and Elections~~Faculty Council.~~ Committee. After each election, the Committee will count the votes and publish all the vote totals. Any irregularities or issues in the conduct of the elections shall be investigated and resolved by the Committee. The

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Nominations and Elections Committee shall report its investigation and resolution ~~and reported~~ to the Faculty Council and the Faculty of the School of Medicine. The dean shall be requested to supply administrative support for the elections.

c. Special Committee to Nominate Candidates for the Search Advisory Committee to the President on the Selection of the Dean of the School of Medicine. This special nominating committee shall be formed when needed and shall consist of the chair of Faculty Council, three other members of the Steering Committee of the Faculty Council, three elected members of the Nominating Committee, and ~~three~~ four academic department chairs (two Basic Science, two Clinical) of the School of Medicine. The chair of the Faculty Council shall serve as chair of this special nominating committee, and the other ~~nine~~ ten ~~members~~ shall be elected by their respective groups. The majority of the nominees for the Search Advisory Committee selected by this special nominating committee shall be full-time members of the Faculty of Medicine. The president is requested to consider these nominees when appointing members of the Search Advisory Committee.

In the early stages of the search for the dean of the School of Medicine, the chair of the Faculty Council shall solicit recommendations, opinions, and advice regarding selection of the dean from members of the Faculty of Medicine by mail and submit these views directly to the Search Advisory Committee. When a final list of candidates for the position of dean has been selected, the Search Advisory Committee is requested to solicit the views and advice of the Steering Committee of the Faculty Council on the ranking of the candidates.

d. Other Committees of the Faculty Council. The Faculty Council may create other standing and *ad hoc* committees of the Faculty Council to carry out specific functions and duties assigned to it. These committees may include members who are not Faculty Council members.

3:7 Meetings of the Faculty Council

a. The Faculty Council shall meet at least once every two months from September through June of each academic year. Special meetings may be called by a majority vote of the Steering Committee, by a written petition of 10 members of the faculty addressed to the chair of the Faculty Council, or by the dean.

b. The agenda for each meeting shall be prepared by the Steering Committee ~~and posted electronically, and sent electronically to all faculty members distributed to all members~~ at least one week in advance of regular meetings and at least two days in advance of special meetings. ~~The agenda shall also be posted electronically and sent electronically to all faculty members. made available to department chairs and academic deans and shall be posted in conspicuous places about the School of Medicine and the affiliated hospitals.~~

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c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to Faculty Council members, to the dean, to all department chairs, and to ~~such others as the Faculty Council may determine~~each member of the ~~f~~Faculty of ~~m~~Medicine. Approved minutes shall be ~~posted electronically and sent electronically to~~ ~~available to~~ all faculty members. The dean is requested to provide administrative support for this purpose.

d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised. A quorum of the Faculty Council shall consist of 50% of the voting members. Elected members may not designate alternates for council meetings or vote by proxy in council meetings. Faculty Council members may vote *in absentia* by mail in the election of officers and standing committees of the Faculty Council (see article 3:6b).

3:8 Annual Report of the Faculty Council

Each year the chair of the Faculty Council shall submit to the faculty a report on the activities of the Faculty Council.

ARTICLE 4 – DEPARTMENTS

4:1 Organization of the Faculty into Departments

The Faculty of Medicine may be organized into departments representing each academic discipline as specified in the Constitution of the University Faculty, Article VII, Sec. B. Divisions with the status of a department may be established.* Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department. Faculty in a division with the status of a department have all the rights, responsibilities and privileges of Faculty in Departments as specified in the Faculty Handbook. Departments have a three prong mission; research, teaching, and service (Faculty Handbook Chapter 2, Art 7, Sec B Par 2), while Divisions have a more specific focus (e.g. research and service or teaching and service). The head of a Division with the status of a department, or the heads of centers within a division, may nominate faculty for appointment and promotion in the division or nominate faculty for award of tenure in the School of Medicine.

* The divisions established by affiliated hospitals and within Departments are distinct from the divisions referred to in this section and are not CWRU academic units.

4:2 Function of Departments

Each department shall provide a central administration for its academic disciplines. Each department shall be responsible for the teaching in its discipline in the School of Medicine, through the core academic program's committee structure and the other units of the undergraduate medical curriculum and in the affiliated hospitals. This responsibility shall be

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exercised by the academic department chairs in conformity with the curricular policies, organization, and components that are specified by the faculty and the dean. Each department may assume responsibility for teaching in its discipline in the other schools of the health sciences and in the undergraduate and graduate curricula of the university as determined by need and negotiation. Where appropriate, each department shall plan and implement graduate programs leading to such graduate degrees as are authorized by the university and shall be responsible for the content of the curricula in its discipline in the several programs specified above. Each department shall plan and execute programs of research and of professional activity and shall train medical students, undergraduate students, and graduate students in its disciplines. Each department shall maintain and staff the facilities which lie within its jurisdiction and shall enlist the cooperation of other departments or of affiliated teaching institutions where this shall be necessary for the execution of its mission. Each department shall elect one representative to the Faculty Council.

a. Each department or, at the request of the hospital affiliate's Associate Dean or Executive Dean and with the consent of the Dean of the School of Medicine, each affiliated hospital, shall establish a Department or Affiliated Hospital Committee on Appointments, Promotions, and Tenure (or Appointments and Promotions only, if appropriate) (all hereinafter "DCAPT"s) for the purpose of making recommendations concerning appointments and promotions and if appropriate awards of tenure. The department chair or affiliated hospital associate dean or executive dean shall nominate faculty annually for service on the DCAPT for the SOM Dean's approval. The department chair shall also nominate a faculty member holding a primary appointment in the department (or the affiliated hospital, if appropriate), preferably at the rank of tenured Associate Professor or Professor, to serve as the DCAPT committee chair.

b. DCAPTs may comprise all the faculty members holding full-time primary appointment in the department, except as provided in paragraph 4.2(c), and may also include faculty holding secondary appointments in the department but holding primary appointments outside the department or school in any of the university's constituent faculties. Alternatively, department chairs may nominate a committee of at least three faculty members from among the primary full-time faculty (and other faculty) to serve as the committee.

c. Department chairs themselves shall not be members of their respective department's DCAPTs. Instead, they shall serve as the initiator for the appointment, promotion, and tenure of candidates, attending DCAPT meetings for the purpose of presenting candidates for the committee's consideration, entering into discussion with the committee and answering its questions, and otherwise being excused from the room. Department chairs shall not be present for DCAPT voting. Should a faculty member take advantage of the self-initiation process, the DCAPT chair shall invite the department chair as well as an advocate, selected by the candidate

from among the CWRU faculty, to the meeting at which the self-initiated promotion or tenure award is discussed to provide the department chair and advocate with the opportunity to offer his or her perspectives. The advocate and department chair shall present separately and neither shall be present for the vote.

d. The paragraph above, however, shall not restrict department chairs from serving on an affiliated hospital's committee concerned with appointments, promotions, or tenure. Where department chairs serve on such committees, they may serve as the as described above and they may remain present during the discussion and voting, but in no case shall a department chair (or other committee member) cast a vote regarding the appointment, promotion, or tenure of a candidate whom she or he initiated for appointment, promotion, or tenure.

e. Department chairs have wide discretion to nominate faculty for service on the DCAPT, but the following principles should be observed. If at all possible, at least two-thirds of the committee should be composed of tenured faculty in the department at the rank of associate professor or professor. The DCAPT's membership should include both tenured and non-tenured faculty; each committee, with the exception of the Cleveland Clinic Lerner College of Medicine Committee (CCLCM), shall include at least three tenured faculty members, so tenure votes are not determined by only one or two voters. Preference shall be given to tenured faculty holding primary appointment in the department. Tenured faculty holding secondary appointment in the department ("tenured secondary faculty") may be appointed to the committee 1) in addition to all tenured faculty holding primary appointment in the department ("tenured primary faculty") in order to reach the minimum of three or 2) to exceed it, but in this case the number of tenured secondary faculty may not exceed the number of tenured primary faculty on the committee. Women and minority faculty should be represented if at all possible; adjunct and/or clinical faculty may be nominated for committee membership at the chair's discretion to vote on promotion of special faculty.

f. Department or affiliated hospital CAPTs shall review faculty holding or proposed for holding primary appointment in the department/affiliated hospital in order to make recommendations concerning 1) appointment, promotion, and/or award of tenure; 2) third and sixth year pretenure reviews for tenure track faculty; 3) concerning readiness for promotion for each full-time assistant and associate professor in the non-tenure track no later than six years after appointment or promotion to that rank and at least every six years thereafter; and 4) other actions as appropriate. Copies of reviews under 2) and 3) above shall be provided to the individual faculty member reviewed; copies of all reviews shall be provided to the dean's office.

g. DCAPT recommendations shall be made by the DCAPT chair (unless he or she is the candidate) after a vote by the DCAPT. The DCAPT chair shall convene a meeting for the purpose of voting, for which notification shall be made sufficiently in advance to allow those unable to

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attend to vote by written absentee vote. All members of the committee may participate in discussion of all recommendations for appointment, promotion, and tenure. On recommendations involving promotion, only faculty of rank equal to or superior to that being considered shall be eligible to vote. On recommendations involving tenure, only faculty with tenure shall vote. Recommendations shall require a majority (more than half) of those eligible to vote. In order for a recommendation to be made, at least three eligible committee members must cast a vote.

h. Affirmative recommendations for faculty appointments and all other recommendations from a DCAPT shall be communicated to the department chair by the DCAPT chair in a letter which records the numerical vote and reflects the deliberations of the DCAPT, pro and con. Before transmission, this letter shall be made available for inspection by the faculty members who participated in the vote. If a faculty member believes the letter to express inadequately the committee's deliberations, he or she may send independently to the DCAPT chair a statement of such opinion, which shall be appended to the committee's letter for higher reviews. The department chair shall forward the DCAPT recommendation letter to the dean and is expected to add his or her recommendation, which may or may not be the same as the DCAPT's recommendation, in a separate letter to the dean.

i. DCAPT meetings shall be conducted in confidence. All votes shall be conducted by written secret ballot and shall be tabulated by the committee secretary. Candidates shall not be present at committee meetings (or portions thereof) at which their candidacy is discussed and/or voted upon. Committee deliberations and votes are confidential and must not be discussed outside the committee with anyone, including the candidates.

j. Recommendations concerning appointment, promotion, and tenure shall be governed by the then-current Qualifications and Standards for Appointment, Promotion, and the Award of Tenure for Faculty Members in The School Of Medicine, Case Western Reserve University (Appendix I of the these Bylaws) and the relevant sections of the Faculty Handbook. Committee discussions shall be confined to matters relevant under the Standards and Qualifications. Specifically prohibited from discussion are such matters as gender, race, minority status, disability status, veterans status, and sexual orientation or marital/partner status.

4:3 Academic Department Chairs

a. Each academic department shall have an academic chair appointed by the president of the university on recommendation of the dean. In order to select candidates, the dean will appoint a search committee in consultation with Faculty Council, which shall normally be multi-departmental in composition, to provide a slate of candidates from which the selection will normally be made. The search committee shall include representation from the full-time faculty

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of the department in question. The department faculty representation shall consist of at least one full-time faculty member elected by the full-time faculty of that department. The search committee shall identify its membership to the academic department and indicate its ready availability, particularly that of the elected full-time departmental representative member(s) of the search committee, to receive suggestions, views and advice from interested individual department members or from the entire academic department throughout the search process. Verbal and/or written suggestions, views, and advice directed to any member of the search committee should be transmitted promptly to the whole search committee, unless specified otherwise by the departmental member offering such suggestions, views and advice.

All department chairs shall be selected in strict accordance with the university policy governing affirmative action.

The president will appoint acting or interim department chairs after receiving the recommendations of the dean. Before making recommendations, the dean ~~is requested to~~shall seek the advice of a committee consisting of the Steering Committee of the Faculty Council and the Faculty Council representative from the department for which an acting or interim chair is to be appointed. When a member of the Steering Committee or the Faculty Council representative is a candidate for acting or interim department chair, the chair of the Faculty Council shall designate an alternate member from the department to serve on the advisory committee. The advisory committee shall identify expeditiously its membership to the academic department and indicate its ready availability, particularly that of the representative from the department, to receive suggestions, views and advice from interested individual department members or from the entire academic department. Verbal and/or written suggestions, views and advice directed to any member of the advisory committee should be transmitted promptly to the whole advisory committee, unless specified otherwise by the departmental member offering such suggestions, views and advice. This process shall take place as expeditiously as possible before the advisory committee makes its recommendations to the dean.

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b. Each department chair or head of a division with departmental status or an appropriate designee shall meet annually with each full-time faculty member to review performance and to set future goals. The department chair or the appropriate designee shall then provide a written summary of each evaluation to the faculty member, with a copy provided to the dean. For departments that choose to use the Faculty Activity Summary Form (FASF), any changes to that form must be approved by Faculty Council prior to their incorporation into the document.

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c. The chair of an academic department may reside at the School of Medicine or at any one of its affiliated institutions.

d. Any individual service of an established academic department in an affiliated teaching institution may petition the Faculty of Medicine for independent status as a separate academic department, autonomously representing the academic discipline. The chair of each such independently established academic department shall be selected in accordance with section 4:3a and appointed by the president on recommendation of the dean. The dean is requested to seek the advice of the Steering Committee and elected departmental member(s), as outlined in article 4:3a, before making recommendations to the president.

e. All chairs of academic departments and all directors of individual services of affiliated institutions within a single discipline should meet regularly to coordinate their university-related functions.

f. At least once a year, the Department Chair will call a meeting of their faculty for the purpose of identifying and defining issues pertinent to the mission of the Department.

4:4 Establishment and Discontinuance of Academic Departments

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Petitions to establish or discontinue academic departments shall be presented to the Faculty Council. Such petitions shall include the rationale for the change. Recommendations of the Faculty Council for establishment or discontinuance shall be referred to the University Faculty Senate, upon approval of the dean.

4:5 Review of Academic Departments

Periodic review of each department by persons external to the department is important for evaluation of the functioning of that department by the faculty and the dean. A committee appointed by the dean shall review each academic department at intervals no greater than 10 years. The review committee shall include at least one outside consultant. The dean shall transmit the review committee's report and recommendations to the chair of the Faculty Council. Departmental faculty shall be provided with an executive summary.

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4:6 The Department of Biomedical Engineering

The Department of Biomedical Engineering is currently unique among the departments. Created by action of the Board of Trustees in 1968, it is a single department jointly based in the School of Medicine and the School of Engineering. The department chair will designate each faculty member, at the time of initial appointment, as being principally based in the School of Medicine or the School of Engineering. The principal designation will determine which School's pretenure period and which School's process and qualifications and standards for appointment, promotion, and award of tenure shall govern the appointment. In other respects, faculty in the

department shall enjoy the rights and privileges and duties and responsibilities of faculty in both Schools.

ARTICLE 5 – FACULTY APPOINTMENTS, PROMOTION, AND GRANTING OF TENURE

5.1: Classification of Appointments

An appointment shall be classified as initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms).

An appointment shall be classified as full-time or part time. Eligibility for appointment or reappointment to the full-time faculty is subject to approval by the dean and requires that (1) 50% or more time be devoted to approved academic activities and (2) the academic activities must be conducted at an approved site. If 50% or more of compensation is paid through the university, the full-time faculty member is eligible for fringe benefits.

An appointment shall be classified by academic title and whether the appointment is (a) with tenure, (b) without tenure but leading to tenure consideration (tenure-track), (c) without tenure and not leading to tenure consideration (non-tenure track~~, known within the School of Medicine as the combined achievement track~~); or (d) special, which will include the prefix adjunct, clinical, visiting, or emeritus. If the appointment leads to consideration for tenure, the appointment letter shall specify clearly the academic year in which this consideration will become mandatory. With regard to special faculty appointments, adjunct appointments usually refer to part-time faculty members devoting their time to research and/or teaching in the basic science departments. Clinical appointments usually refer to faculty members devoting their time to patient care and teaching. Visiting faculty appointments are issued for specified terms of one year or less than one year and can be full- or part-time. Special faculty are not eligible for tenure.

The dean of the School of Medicine and the provost of the university must approve available tenured or tenure track slots. The School of Medicine is exempt from the Faculty Handbook ruling that the majority of the members of each constituent faculty must be tenured or on the tenure track (Chapter 2, Article I, Sec. D, p. 15), as approved by the University Faculty Senate and the provost (January, 2004).

If the appointment applies to more than one constituent faculty, or department, or to an administrative office as well as an academic unit, the appointment may be identified either (1) as a primary-secondary appointment or (2) as a joint appointment. For a primary-secondary appointment arrangement, one constituent faculty or department shall be identified as the primary appointment and the other as secondary. Responsibility for the initiation of consideration of re-appointment, promotion, award of tenure, or termination shall rest with the

primary unit. Faculty with joint appointments have full rights as a faculty member in both constituent faculties or departments. The notice of appointment shall be issued jointly by the two constituent faculties or departments. Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments.

5.2: Terms of Appointment

Appointments with tenure shall be of unlimited duration until retirement, subject only to termination for just cause (see below). Tenure-track appointments shall normally be made for a term of one to five years and may be renewed until the end of the pre-tenure period. Non-tenure ~~eligible "combined achievement track~~ track~~"~~ appointments are renewable and shall normally be made for a term of one to five years. Special appointments shall be made for terms of one year or less.

Commented [DJC31]: all "combined achievement track" deletions approved.

5.3: Academic Freedom

Academic freedom is a right of all members of the Faculty of Medicine, and applies to university activities, including teaching and research. Specifically, each faculty member may consider in his or her classes any topic relevant to the subject matter of the course as defined by the appropriate educational unit. Each faculty member is entitled to full freedom of scholarly investigation and publication of his or her findings.

5.4 Tenure

The basic purpose of tenure is to provide the assurance of academic freedom throughout the university. Another important purpose of tenure is to attract and retain outstanding faculty through continued commitment of the university to these faculty members. Tenured faculty members are protected explicitly against dismissal or disciplinary action because their views are unpopular or contrary to the views of others. Non-tenure-eligible ~~"combined achievement track"~~ colleagues shall derive protection by general extension of these principles of academic freedom.

When awarded, academic tenure rests at the constituent faculty level.

The award of academic tenure to a faculty member is a career commitment that grants that faculty member the right to retain his or her appointment without term until retirement. The appointment of a tenured faculty member may be terminated only for just cause. In the event that a tenured faculty member's school, department or other unit of the university in which the faculty member's appointment rests is closed or reduced in size, the university shall make all reasonable attempts to provide a tenured faculty member with an appointment of unlimited duration until retirement.

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure eligible ~~"combined achievement track,"~~ or special) include (a) grave misconduct or serious neglect of academic or professional responsibilities as defined through a fair hearing; (b) educational considerations as determined by a majority vote of the entire constituent faculty of the affected individual which lead to the closing of the academic unit of the university or a part thereof in which the faculty member has a primary appointment; and (c) financial exigent circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment.

A tenured faculty member may be terminated for financial exigent circumstances only after all faculty members who are not tenured in that constituent faculty have been terminated in the order determined by the dean of the School of Medicine in consultation with the department chairs, the Faculty Council and other faculty members.

5.5: The Pretenure Period

The pretenure period in the School of Medicine is nine years. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than in the ninth year after the date of initial appointment at the rank of assistant professor or higher.

A faculty member in the tenure track may request extensions to the pretenure period. The extensions may be (1) requested by exceptionally worthy candidates in the event of unusual constraints in the university, or part or parts thereof, which would prevent tenure award at the end of the normal period; or (2) requested for the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration (such as serious illness, family emergency, maternity, or extraordinary teaching or administrative assignments); or (3) upon written request by the faculty member within one year after each live birth or after each adoption, an extension of up to one year shall be granted by the provost to any faculty member who will be the primary care giving parent. Extensions should be requested as soon after the occurrence of the relevant circumstances as practicable, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested under (1) or (2) above require request by the faculty member, review and a recommendation by the department's committee on appointments, promotions, and tenure, the department chair, and the dean, and approval by the provost. Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for extensions made under (3) above.

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional

cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible ~~"combined achievement track"~~track on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

5.6: Qualifications for Appointments, Promotions and Granting of Tenure

Qualifications and standards for faculty appointments, reappointments, promotions, and granting of tenure shall be generally as stated in the Faculty Handbook of Case Western Reserve University. Specific qualifications and standards applying to the School of Medicine shall be determined by the Faculty of Medicine and appended to these bylaws. These qualifications and standards shall be reviewed every five years by the Faculty Council. The dean shall make the text of the current qualifications and standards available to all junior and newly appointed faculty members.

5.7: Tenure Guarantee

Award of tenure for faculty based in the School of Medicine should be accompanied by a base salary guaranteed by the School of Medicine that will be equal for faculty in the school's basic science and clinical science departments. The amount of the guarantee and its financial support are currently under discussion.

5.8: Rolling Appointments for Non-Tenure Track~~/Combined Achievement Track~~ Professors

Upon nomination by the department chair and with the consent of the dean, faculty members at the rank of professor in the non-tenure track~~, referred to within the School of Medicine as the "combined achievement track,"~~ with primary appointments in either a clinical or basic science department will be eligible to receive a rolling appointment contract of up to five years in duration accompanied by a salary guarantee for the period of appointment, equal in amount (but not duration) to that guaranteed to tenured professors. A rolling three-year appointment, for example, is a multiple-year appointment that differs from a multiple-three-year fixed term appointment in that, pending satisfactory performance and financial circumstances as determined by the chair and the dean, the appointment is renewed each year for the following three years. Financial support for rolling contracts is to be provided by the School of Medicine

with the understanding that, prior to making the rolling commitment, the school would have the opportunity to enlist support from the appropriate hospital, clinical practice plan, or other appropriate entity to underwrite the guarantee.

5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

a. Full-Time Faculty

The dean shall submit recommendations for appointments and promotions to the ranks of associate professor and professor and the granting of tenure concerning full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) given him or her by the department chairs or other persons as designated by the dean or initiated by other means as outlined in the Faculty Handbook of Case Western Reserve University, Chapter 3.I.1, to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Exhibit I to these Bylaws, shall report its affirmative and negative recommendations to the Steering Committee of the Faculty Council. Each recommendation shall also be reported promptly to the academic chair of the candidate's department. The candidate shall be informed by the academic chair of the committee's recommendation. The academic chair or other nominator may appeal a negative recommendation by notifying the chair of the Committee on Appointments, Promotions, and Tenure of the School of Medicine. Appeals may be made in writing or in person. Written documentation of the appeal and the response of the Committee on Appointments, Promotions, and Tenure must be appended to the candidate's file. In the event that the appeal to the Committee on Appointments, Promotions and Tenure is not successful, the academic chair or other nominator or the affected faculty member may bring to the attention of the Steering Committee of the Faculty Council, through a detailed, written submission, any alleged errors in procedure or non-adherence to the current published guidelines for appointments, promotions and tenure. The Steering Committee of The Faculty Council may investigate the allegations to the extent that it deems appropriate, may review all other candidates' files as it deems necessary, and may request the appearance of persons with knowledge of current and prior procedures and policies of the CAPT. A written report of the results of any investigation by the Steering Committee shall be appended to the candidate's file. All files will be forwarded to the dean after the Committee on Appointments, Promotions and Tenure, and, if applicable, the Steering Committee of the Faculty Council have discharged their responsibilities as specified above. The dean shall transmit the file, with added comments if desired, to the president of the university; for informational purposes, the dean will also provide the Dean of the Case School of

Engineering with complete copies of the files of candidates in the Department of Biomedical Engineering with appointments principally based in the School of Medicine.

b. Special Faculty Appointments and Promotions

Special faculty appointments and promotions modified by the prefix adjunct, clinical, or visiting shall be recommended by the department chair and may be granted by the dean. For these clinical and adjunct appointments and promotions at the ranks of assistant professor, associate professor, and professor, the dean shall, prior to reaching a decision, also consider the recommendation of the department's committee on appointments, promotions, and tenure. The dean shall also consider letters of reference concerning the appointment and promotion of faculty to the ranks of clinical and adjunct associate professor and clinical and adjunct professor. For all ranks of clinical and adjunct faculty appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the division's committee on appointments, promotions, and tenure. This paragraph will govern special faculty appointments and promotions for faculty in the department of biomedical engineering with appointments principally based in the School of Medicine. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

c. Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. For secondary appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the divisions committee on appointments, promotions, and tenure. This paragraph will govern secondary appointments in the department of biomedical engineering principally based in the School of Medicine and promotions of faculty holding such secondary appointments. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

5.10: The Committee on Appointments Promotions and Tenure

Commented [DJC32]: Changed approved by central bylaws.

a. The Committee on Appointments, Promotions and Tenure shall be a standing committee of the faculty and shall consist of ~~sixteen~~ twenty-four full-time faculty members. ~~Ten~~ Eighteen members shall be elected by the full-time faculty and six members shall be appointed by the dean. ~~The associate dean for~~A representative Dean from faculty affairs shall also be a member of this committee, ex officio and without vote. Department chairs are not eligible to serve on this committee. ~~Eight~~ Ten of the committee members shall have the rank of tenured professor; ten~~five~~ shall be professors in the non-tenure track; and four~~three~~ shall be tenured

associate professors. The elected committee members shall include ~~six~~ nine faculty members with primary appointment in clinical science departments and ~~four~~ nine with primary appointment in basic science departments; the appointed members shall include four from clinical science departments and two from basic science departments. In each election all reasonable effort will be taken to have the number of nominees be at least twice the number of positions to be filled. Members will be elected or appointed for three-year terms. These terms shall be staggered for the full-time faculty members. Committee members may serve only two consecutive three-year terms but subsequently may be reelected or reappointed after an absence of one year. The quorum for conducting the business of the Committee on Appointments, Promotion and Tenure shall be ~~ten~~ twelve members present for discussion of which eight must have voting privileges. On recommendations for appointment as or promotion to associate professor, all committee members are eligible to vote; on recommendations for appointment as or promotion to professor, faculty committee members who are tenured professors and non-tenure track~~/combined achievement track~~ professors are eligible to vote; on recommendations to award tenure, tenured committee members are eligible to vote. Committee members may be present for discussion but are not eligible to vote regarding candidates for primary appointment, promotion, or award of tenure in the committee member's own department of primary appointment. The committee will be led by two co-chairs, each of whom shall serve a one-year term, appointed by the chair of Faculty Council in consultation with the dean of the School of Medicine. The co-chairs may be selected from either the elected or appointed members of the committee. The chair of Faculty Council, in consultation with the dean of the School of Medicine, each year shall also appoint two co-chairs elect, to serve the following year as the committee's co-chairs. At each committee meeting, at least one of the co-chairs must be in attendance.

b. The standards for appointment, promotion, and granting of tenure determined by the faculty shall be considered by the committee when evaluating candidates under review.

c. The CAPT shall review and make recommendations concerning all appointments as or promotions to the ranks of associate professor or professor and the award of tenure**.**

5.11 Sabbatical and Special Sabbatical Leaves

The purpose of and conditions for sabbatical leaves are discussed in the Faculty Handbook, Chapter 3, II A. The conditions are based on the premise that the faculty member requesting a sabbatical leave is tenured. A sabbatical leave may be requested by a faculty member and, based upon all factors including the specific study proposal and subsequent recommendations by the department chair, the Faculty Council Steering Committee, and the dean, may be granted by the president. In cases of tenure track and non-tenure track~~/combined achievement track~~ or special faculty, special sabbatical leaves may be recommended as well, at

the discretion of the dean. However, such leaves may not necessarily incur the obligation of university or School of Medicine financial support. For faculty with tenure track, non-tenure-track~~/combined achievement track~~ and special appointments, the provost shall specify whether the leave period is to be counted as part of the pretenure or pre-promotion period, as the case may be.

ARTICLE 6 - AMENDMENT OF THE BYLAWS

An amendment of the bylaws may be proposed by majority vote of the Faculty Council, by the dean, or by written petition of 20 or more faculty members. Proposed amendments will be submitted to the secretary of the Faculty Council and ordinarily will be considered by the Faculty Council within the same academic year if submitted prior to April 1 of that year. The proposed amendments and the recommendations of the Faculty Council will then be sent by mail to full-time members of the faculty and may be discussed at a regularly scheduled meeting of the faculty held at least four weeks after the mailing. During discussion of proposed amendments at a faculty meeting, non-substantive changes in the proposed amendments may be made by majority vote. The vote on any proposed amendment shall be by mail ballot of the full-time faculty. Approval shall require an affirmative vote by a majority of those faculty members returning ballots. At least three weeks shall be allowed between the mailing of ballots and the determination of election results. The Faculty Council shall review the bylaws at least once every five years and shall propose amendments as desired to the faculty.

Results
Bylaws Amendments

Amendment	Ballot	In Favor	Against	Abstain
Amendment 1 -2:1	Membership of the Faculty of Medicine	167	7	3
Amendment 2 -2:4	Meetings of the Faculty, 2:5 Voting Privileges & 2:6 Functions and Duties of the Faculty	167	8	1
Amendment 3 -2:7	Committees of the Faculty	168	5	4
Amendment 4 -3:1	Purpose and Functions of the Faculty Council	159	11	4
Amendment 5 -3:6	Committees of the Faculty Council	154	17	2
Amendment 6	Special Committee to Nominate Candidates for the Search Advisory Committee	161	9	4
Amendment 7 - 3:7	Meetings of the Faculty Council	171	1	1
Amendment 8 - 4:2	Function of Departments	164	7	2
Amendment 9 - 4:3	Academic Department Chairs	163	8	3
Amendment 10	Faculty Council Approval of any changes to the Faculty Activity Summary Form	163	8	3
Amendment 11	Department Chairs to call a department faculty meeting at least each year	170	3	1
Amendment 12 - 4:4	Establishment and Discontinuance of Academic Departments	168	5	1
Amendment 13 - 4:5	Review of Academic Departments	168	4	2
Amendment 14 - 5:1	Classification of Appointments & 5:10 The committee on Appointments, Promotion and Tenure	157	14	3
Amendment 15	"Combined Achievement Track" (to describe or identify the non-tenure track) have been deleted and the expression "non-tenure track" substituted	167	2	4

M E M O R A N D U M

To: Faculty Senate Executive Committee

From: David Carney
Chair, Faculty Senate Bylaws Committee

Date: October 14, 2015

Re: **Medical school Bylaws Issues / Anatomy Petition**

Members of the Faculty Senate Executive Committee:

Our meeting Friday will include a discussion of the medical school bylaws revision process, and an update on what these changes mean with respect to the pending Anatomy petition. Here's a quick summary – the longer documents on the google site have more detail.

The FS Bylaws Committee met this summer to discuss the Medical school Bylaws. We tried to divide the changes into (a) uncontroversial minor modifications and (b) more controversial provisions implicating faculty rights and privileges, or the pending anatomy petition. We approved the uncontroversial changes, but declined to adopt any language we felt was unclear, vague, or confusing, especially in light of the anatomy petition.

Approved Changes: The approved changes include:

(a) minor changes to the composition of the faculty CAPT committee;
(b) changes to the election of student representatives to the faculty;
(c) provisions designed to improve governance transparency and notice, including provisions requiring the electronic dissemination of meeting notices, agendas, and minutes;
(d) Other provisions reserving time each year for faculty-initiated concerns at faculty council meetings and meetings with departmental chairs;
(e) So other minor adjustments, including, for example, the removal of references to the "combined achievement track" for non-tenured faculty.

Each proposed change is included in the redlined version of the medical school bylaws, with a comment bubble indicating if the change was approved by central

bylaws, and reflecting a few minor edits we made to correct grammar errors or clarify the meaning of the provision. I will present each of these changes on Friday.

Rejected Changes to the Medical School Bylaws.

The bylaws committee declined to approve a number of other provisions that were vague or ambiguous, especially in light of the pending anatomy petition. For more detail, please consult my memo to Dan Anker and Nicole Deming.

To summarize, the bylaws committee felt that the medical school bylaws had some vague language and internal inconsistencies, and that those problems were made worse by the proposed changes and/or the pending anatomy provision. The medical school's complex governance structure divides powers between the faculty as a whole, the Faculty Council as the faculty's representatives, and the dean. Because the bylaws have been repeatedly edited as changes were made to the governance structure, it is not always clear which body has which power, or which body must approve organizational changes.

The bylaws committee was concerned regarding committee responsibilities and oversight, and more concerned that the bylaws did not clearly delineate the organization of the medical school faculty into departments, divisions, and other "academic or research units." Thus, the medical school has (or proposes to have) departments, divisions with the status of departments, "other" divisions, "academic or research units", and centers, but the bylaws fail to specify what procedure applies when any non-departmental organization is created, disbanded, or converted from one entity into another. Indeed, the anatomy petition proposes to "convert" anatomy from a department to a "division" or one type or another, but the bylaws do not use the word convert, nor do they specify if such conversions must be approved by the faculty council or the faculty as a whole, or if the dean could unilaterally undertake such a conversion. As explained in much more depth in the memo to Dan Anker and Nicole Deming, the FS Bylaws committee felt that the medical school bylaws should be amended to resolve these ambiguities before any action could be taken on the anatomy petition.

February 19, 2015

Pamela B. Davis, MD, PhD
Dean, School of Medicine
BRB 105
4915

Dear Dean Davis:

At its February 24, 2014, meeting, the Faculty Council voted to recommend approval of amendments to more than a dozen sections of the Faculty of Medicine Bylaws. These include sections concerning, among others, the membership and meetings of the faculty, faculty committees and committee chair selections, establishment and discontinuance of departments, and the roster of CAPT members.

The Faculty Council reconvened on March 24, 2014, and, after discussion and debate, decided to call for separate votes by the Faculty of Medicine on each of the proposed amendments. After preparation of the ballot, the Faculty of Medicine vote began on April 15, 2014, and (after the required 3-week voting period) was completed on May 6, 2014.

The Faculty of Medicine voted to recommended approval of each of the amendments. The separate votes are recorded on the attached page.

Last year's Faculty Council Chair Bob Petersen did not forward the approved amendments to you in May because he believed, and I concurred, that another amendment affirming faculty rights in Divisions with the status of departments would be quickly added to these. Consideration of the additional amendment has taken more time than anticipated, and I, along with Steering Committee, believe it's time to have the approved amendments forwarded for further consideration.

I have enclosed a copy of the proposed amendments that are in a format that will permit you to see the changes that have been recommended for approval. After your review, I hope you will join me in recommending approval of the amendments by the Faculty Senate, as required by the Faculty Handbook.

Please let me know if I can provide any additional information.

Thank you for your consideration.

Sincerely,

Mark Aulisio, PhD
Chair, Faculty Council

cc: Robert Petersen; Nicole Deming

Memorandum

To: Pamela B. Davis, MD, PhD
Dean, School of Medicine
Case Western Reserve University

From: Mark Aulisio, PhD
Chair, Faculty Council

Re: Bylaws Amendment

Date: March 11, 2015

At its January 12, 2015, meeting, the Faculty Council voted to recommend approval of your amendment to the Faculty of Medicine Bylaws.

Following the process for amendment of the Bylaws established in the SOM Bylaws, the proposed amendment was put to a vote of the Faculty of Medicine on February 12, 2015, and (after the required 3-week voting period) was completed on March 5, 2015.

The Faculty of Medicine vote is complete. Under Article 6 of the Faculty of Medicine Bylaws "Approval shall require an affirmative vote by a majority of those faculty members returning ballots." The Faculty of Medicine endorsed the Faculty Council's recommendations and voted as follows:

- 163 in favor of the proposed amendment
- 109 opposed to the proposed amendment
- 7 abstentions

The original Bylaws language is in black and the amendment is in red.

4:1 Organization of the Faculty into Departments

The Faculty of Medicine may be organized into departments representing each academic discipline as specified in the Constitution of the University Faculty, Article VII, Sec. B. Divisions with the status of a department may be established.* Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department. Faculty in a division with the status of a department have all the rights, responsibilities and privileges of Faculty in Departments as specified in the Faculty Handbook. Departments have a three prong mission; research, teaching, and service (Faculty Handbook Chapter 2, Art 7, Sec B Par 2), while Divisions have a more specific focus (e.g. research and service or teaching and service). The head of a Division with the status of a department, or the heads of centers within a division, may nominate faculty for appointment and promotion in the division or nominate faculty for award of tenure in the School of Medicine.

* The divisions established by affiliated hospitals and within Departments are distinct from the divisions referred to in this section and are not CWRU academic units.

After your review, I hope you will join me in recommending approval of the amendment by the Faculty Senate, as required by the Faculty Handbook.

Please let me know if I can provide any additional information.

Thank you for your consideration.

Sincerely,

Mark Aulisio, PhD
Chair, Faculty Council

cc: Nicole Deming

M E M O R A N D U M

To: Dan Anker, Associate Dean for Faculty Affairs and HR
Nicole Deming, Assistant Dean for Faculty Affairs and HR

From: David Carney
Chair, Faculty Senate Bylaws Committee

Cc: Faculty Senate Bylaws Committee

Date: October 12, 2015

Re: **Medical School Bylaws Issues**

Dear Dan and Nicole:

In preparation for our meeting this afternoon, I wanted to briefly summarize the concerns that my committee identified in our review of the Medical School bylaws. In a nutshell, we are concerned that the Medical School's bylaws are internally inconsistent and ambiguous, since the bylaws do not clearly spell out the rights and responsibilities of the Faculty as a whole, and the Faculty Council as a representative of the Faculty. Those concerns manifest in two interconnected ways, as follows:

1. Committee structure, oversight and dissolution.

2. Rights and responsibilities regarding the organizational structure of the Medical School, and its sub-division into (a) Departments, (b) divisions with the status of Departments, (c) Non-tenure-track divisions, (d) centers, and (e) "academic or research units." As a related matter, it is not clear from these bylaws who must approve such reorganizations, and how the School of Medicine has the power to "convert" Departments into one of the other entities listed above. These changes obviously implicate the ongoing issues regarding the Department of Anatomy, but may also be relevant to any future reorganizations and status changes.

The FS Bylaws Committee felt that your existing bylaws were unclear on these subjects, and that the proposed changes forwarded to us made the existing inconsistencies and ambiguities more problematic.

Both of the above concerns involve the division of powers between the Medical School Faculty as a whole ("Faculty") and the Medical School Faculty Council ("Faculty Council"). As you are of course aware, the Faculty delegates a wide range of powers to the Faculty Council, but Section 2:3(b) of the bylaws reserve several important powers to the Faculty. The full text of that section is set forth below[1], but I read this language to retain (a) the Faculty's final oversight of "education, research and scholarly activities," (b) authority regarding reorganizations of the internal structure of the School of Medicine (more on this below), and (c) a guarantee that the Faculty as a whole is democratically represented in the Medical School's governance through both the Faculty Council and the Faculty's own steering committees.

1. **Committee Structure and Dissolution.**

The current Medical School bylaws create a somewhat unwieldy dual-committee structure. The Faculty as a whole selects a majority of the members of steering committees, and the Faculty Council has the power to create its own

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[1] 2:3 Authorities and Powers of the Faculty of Medicine

a. **Authorities**. Those authorities delegated by the University Faculty to the Faculty of Medicine for the educational, research, and scholarly activities of the School of Medicine shall reside in the Faculty of Medicine.

b. **Powers Reserved**. The regular faculty members of Faculty of Medicine shall make recommendations to the University Faculty concerning the establishment, discontinuance, or separation of any constituent school or college, or concerning the merging of such organizational units, and concerning any matter of import referred by the Faculty Council to the Faculty of Medicine for the determination of its recommendation. The regular faculty members of the Faculty of Medicine shall have the power to recommend approval of amendments to these bylaws and the power and obligation to elect (1) senators to the University Faculty Senate; (2) a majority of the members of the Faculty Council; and (3) a majority of the voting members of the standing committees listed in section 2:6a. DJC: Note that the reference to "2:6a" here is apparently a typo – the standing committees of Admissions, Bylaws, CAPT, Medical Education, Students, Lecture, and Research are identified in Section 2:7a of the Medical School bylaws.

committees as well. The current bylaws are internally inconsistent about which committee structure takes precedence.

Section 2.7(a) of the medical school bylaws provide that "The majority of the voting members of each standing committee **dealing with faculty responsibilities** (emphasis mine, but I read this to call back to the language in 2.3) shall be elected by the faculty." Section 2.7(b) provides that the "Faculty Council shall **recommend** (emphasis mine) the establishment, discontinuance, and representative composition (e.g., by rank, department, or institution) of standing committees…." To the extent that this is a recommendation to the Faculty, this is consistent with the Faculty's reserved powers.

But the language above is contradicted by Section 3:1(a) (iii) of the current bylaws, which states that the

> "Faculty Council shall have power to **determine (emphasis mine)** the establishment, discontinuance, and representative composition of the membership of all faculty standing committees."

Such a delegation to the Faculty Council might be permissible, but the delegation is inconsistent with the Faculty's reserved powers in Section 2:3, and the explicit grant of authority to the Faculty Council in Section 2.6(a): "All powers and obligations of the Faculty shall be delegated to the Faculty Council and exercised by it, **with the exception of those powers and obligations reserved above [in Section 2.3]."**

The 2015 proposed amendments make this internal inconsistency more explicit. The Faculty Council now is given power over a series of "educational, research, and scholarship" matters, and the Faculty Council is explicitly given the purported power to disband steering committees and determine their membership.[2]

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[2]See, e.g., 3:1(a) (**all bold emphasis by Carney**):

vi): "Faculty Council, t**hrough the Lecture Committee,** shall organize appropriate lectures;
vii) The Faculty Council, **through the Bylaws Committee**, shall periodically review and make recommendations concerning the amendment of these bylaws and standing committee charges;
***
xi) The Faculty Council s**hall hear reports of the committees of the faculty** and of the Faculty Council and recommend action on such reports;
xii) to The Faculty Council **shall determine the establishment, discontinuance, and representative composition** (e.g., by rank, department, or institution) of the membership, length of term for membership, and charge of all faculty standing committees;

This is inconsistent with the Faculty Council's delegated powers, and also inconsistent with the Faculty Handbook, which requires each faculty to have certain committees, most notably steering and budget committees. *See, e.g.*, Faculty Handbook Article VI, Section B, ¶5: ("Each constituent faculty shall have a Budget Committee.").

2. Internal Reorganization of the Medical School – <u>Department Closure, Renaming, Conversion, and Restructuring:</u>

The Medical School bylaws are also internally inconsistent on the question of how the Medical School is organized, what various labels mean for governance, and how organizational restructurings should be accomplished, meaning the question as to which entity has the responsibility or right to vote on such restructurings in not always clear. The Medical School bylaws contain language purporting to vest some organizational powers with the Dean, but the language in question is vague, so it is not clear how broad the purported decanal reorganizational power is.

As a starting point, the Faculty's retained powers include the power to approve changes to organizational units within the Medical School. Section 2:3(a) provides that the faculty as a whole "shall make recommendations to the University Faculty concerning the establishment, discontinuance, or separation of any constituent school or college, or concerning the merging of such organizational units."

Since the Medical School does not, to our knowledge, have any "constituent school(s) or college(s)," this language is unclear, but the reference to "such organizational units" can be read to reserve to the Faculty as a whole the power to approve organizational changes within the Medical School, at least to the (undefined) extent that the organizational changes require approval from the University Faculty Senate. At a minimum, this language indicates that the Faculty intended to retain some responsibility for oversight of some organizational changes.

However, the language reserving powers to the Faculty is contradicted by other language vesting re-organizational powers in the Faculty Council. Thus Section 2.6(b) provides that the "Faculty Council shall make recommendations to the dean for … transmittal to the University Faculty Senate… [regarding] establishment or discontinuance of departments…."

There are also a number of references to undefined organizational terms in the Medical School bylaws. Thus, 2.6(b) also allows the Faculty Council to make its own recommendation to the Faculty regarding changes to "units larger than a single department but smaller than a constituent school or college." This implies that the Faculty delegated some department-level organizational changes to the Faculty Council, but if this was the intent, the delegation should be made explicit, to avoid

confusion and prevent future grievances. The same paragraph also indicates by implication that the dean has sole responsibility for some reorganizations without any oversight from the Faculty Senate. See 2.6(b): ("the Faculty Council shall **advise** the dean with regard to the establishment, discontinuance, or merging of academic or research units[3] of the School of Medicine that are not required by the Faculty Handbook …. to be brought before the Faculty Senate")

At a minimum, there is some internal ambiguity as to how organizational changes within the school of medicine are intended to be approved. The bylaws grant some powers to the dean, some to the faculty council, and some to the faculty as a whole. And "conversions" of departments from one entity to another are not addressed by the bylaws at all, creating some ambiguity regarding the anatomy conversion petition.

This ambiguous division of power regarding organization is exacerbated by another ambiguity. The medical school's sub-divisions are not clearly defined. Section 4:1 of the bylaws provides that "the Faculty of Medicine may be organized into departments (referencing the Faculty Handbook). The same provision allows the establishment of "divisions with the status of a department." Historically, this language referred to the tenure-track division of General Medical Science, and appears to grant full tenure-track three pronged responsibilities to members of "Divisions with the status of departments." When the anatomy conversion petition was voted upon by the faculty council, this was the only definition of "division" in the bylaws.

In March 2015, however, the bylaws were amended to create "divisions" which have a two-pronged mission historically associated with non-tenure-track positions. Thus, the March 2015 amendment provides that "divisions <u>have a more specific focus (e.g. research and service or teaching and service)</u>." This language, however, does not indicate whether this change is meant to apply to tenured and tenure-track faculty in "Divisions with the status of departments," nor does it identify if non-tenured divisions could now be considered "academic OR research units" subject to unchecked decanal disbanding under the provision identified in footnote 3 below.

Section 4:1 of the medical school bylaws needs to be comprehensively rewritten to address the rights, privileges, and organizational status of faculty in all of the various "organizational units" of the medical school. Reading the bylaws

[3] Neither the Faculty Handbook nor the Medical School bylaws define "academic or research units." Is this term intended to describe Centers within the Medical School? Non-tenure track divisions? Divisions with the status of departments? This undefined language is a source of ambiguity and vagueness, and fails to clearly communicate the rights and responsibilities of Faculty, and the status of Faculty's organizational home(s).

comprehensively, the following organizational structures now exist within the medical school:

(a) **Departments** – fully tenure-track, three pronged mission;

(b) **Divisions with the status of a Department** (Division of General Medical Science & ?Anatomy?) – three pronged mission given multiple tenured or tenure-tracked appointments within GMS;

(c) **Non-Tenure Track Divisions** – two pronged "divisions with more specific focus (research and service or teaching and service);

(d) **Centers** (are these "academic or research units" under the bylaws?) – created and disbanded at the dean's discretion, no faculty handbook rights?

(e) "**Academic or research units**" as mentioned in these bylaws as not requiring Faculty Senate approval.

(f) "**Divisions established by affiliated hospitals and within Departments"** are not CWRU academic units.

These organizational units should be clarified, defined, and the process for disbanding, creating, or converting one to another should be specifically stated.

SCHOOL OF MEDICINE
CASE WESTERN RESERVE UNIVERSITY

Pamela B. Davis, M.D., Ph.D.
Dean
Senior Vice President for Medical Affairs

Office of the Dean

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March 12, 2015

Robert Savinell, PhD
Chair, Faculty Senate
c/o Rebecca Weiss, Secretary of the University Faculty
Adelbert Hall
7001

Dear Dr. Savinell:

As noted in the accompanying memo from Dr. Mark Aulisio, Chair of the School of Medicine's Faculty Council, the Faculty of Medicine voted earlier this month to recommend an amendment to the Faculty of Medicine Bylaws. The proposal process for this amendment has taken longer than anticipated but is now ready for review by the appropriate Faculty Senate Committees and Faculty Senate.

The amendment adds three sentences to Section 4:1 Organization of the Faculty into Departments in the SOM Bylaws and is intended to emphasize faculty rights and add further clarification to the definition of a division with the status of a department. In response to questions regarding faculty rights in divisions with the status of departments, the first sentence of the amendment states that "Faculty in a division with the status of a department have all the rights, responsibilities and privileges of Faculty in Departments as specified in the Faculty Handbook." We have also added language on divisions with the status of departments to include a more specific focus.

The original SOM Bylaws from 1978 included the sentence "Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department." This amendment adds that "Departments have a three prong mission: research, teaching, and service (Faculty Handbook Chapter 2, Art 7, Sec B Par2), while Divisions have a more specific focus. (e.g. research and service or teaching and service)."

The third and final sentence of the amendment codifies our practice that heads of divisions with a status of a department, or the heads of centers within a division may nominate faculty for promotion or the award of tenure in the School of Medicine.

The revised text of the Faculty of Medicine Bylaws with the amendment indicated is enclosed with this memo. I concur with the Faculty of Medicine and recommend approval of these amendments.

Please submit the proposed amendment to the appropriate committees for their review at their earliest opportunity. I would be pleased to answer any questions that might arise during the review process.

Thank you.

Sincerely,

Pamela B. Davis, MD, PhD

c: Dr. Mark Aulisio, Chair, Faculty Council
Nicole Deming, Assistant Dean for Faculty Affairs and Human Resources, SOM

enclosures

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February 20, 2015

Robert Savinell, PhD
Chair, Faculty Senate
c/o Rebecca Weiss, Secretary of the University Faculty
Adelbert Hall
7001

Dear Dr. Savinell:

As noted in the accompanying memo from Dr. Mark Aulisio, Chair of the School of Medicine's Faculty Council, the Faculty of Medicine voted in May 2014 to recommend amendments to the Faculty of Medicine Bylaws. We were hoping to consolidate another proposed amendment with these amendments, but the proposal process has taken longer than anticipated. The Faculty Council Steering Committee has asked that I forward without delay the amendments accompanying this letter. I am happy to do so.

The amendments appear in multiple sections throughout the Bylaws and are generally intended to increase faculty participation in governance, broaden representation, and clarify how certain faculty rights may be carried out.

Along with other changes, the proposed amendments:

- add a third annual Faculty of Medicine meeting to be devoted in large part to an open agenda;
- clarify the Faculty Council's role by bringing previously scattered sections of the Bylaws together;
- expand the role of the Nominating Committee to include election oversight under a new name, the Nomination and Elections Committee, and require more complete reporting of election results;
- provide that faculty who self-initiate their promotion or tenure have an advocate, selected from the CWRU faculty, at the department CAPT consideration of their candidacy;
- provide that the Faculty Council must approve any changes to the Faculty Activity Summary Form;
- require that department chairs call a meeting of their faculty at least once annually to identify and define issues pertinent to the department's mission;
- expand the size of the faculty's Committee on Appointments, Promotions, and Tenure.

The revised text of the Faculty of Medicine Bylaws with the amendments indicated is enclosed with this memo. I concur with the Faculty of Medicine and recommend approval of these amendments.

SCHOOL OF MEDICINE
CASE WESTERN RESERVE UNIVERSITY

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April 30, 2015

Robert Savinell, PhD
Chair, Faculty Senate
c/o Rebecca Weiss, Secretary of the University Faculty
Adelbert Hall
7001

Re: Division of Anatomy

Dear Dr. Savinell:

At its April 28, 2014, meeting, the School of Medicine's Faculty Council voted, 22 in favor and 9 opposed, to recommend approval of the enclosed Petition for a Division of Anatomy. Faculty Council consideration of the proposal extended over many months and multiple meetings. The process included the establishment of a faculty ad hoc committee (which substantially revised my initial proposal), a committee including members drawn from the Council and from the Department of Anatomy itself. The ad hoc committee, chaired by Dr. Nicole Ward, herself a former faculty member in anatomy, solicited opinion from many faculty members, including the Department of Anatomy, and generated multiple drafts.

Faculty Council's recommendation to establish a division of anatomy culminates decades of discussions and debates among School of Medicine deans, Department of Anatomy faculty, and the broader faculty concerning the appropriate place of the discipline of anatomy in the medical school's academic structure.

I recommend approval of the Petition, the establishment of a division of anatomy, and the transfer of faculty appointments from the department to the division. No faculty positions, tenured, tenure track, or non-tenure track, will be eliminated or terminated as a result of the change.

You have recently received a proposed amendment to the Faculty of Medicine Bylaws intended to clarify the status of divisions generally. That amendment, which would also govern the School of Medicine's Division of General Medical Sciences, pertains to the proposed new Division of Anatomy. Now that the Bylaws proposal is under Faculty Senate review, consideration of this petition is now timely.

Some background and a brief history of the place of anatomy within the School of Medicine may assist the Faculty Senate in its consideration of the proposal to establish a division.

The discipline of anatomy, nationally, no longer has an active academic/research base. Of the top 30 medical schools, only 2 have departments of anatomy, and neither of these departments has an academic focus on anatomy per se. The Mayo Clinic's department of anatomy has 3 faculty members and is focused on medical education. UCSF has a department called anatomy but is focused on neurosciences. No other freestanding departments of anatomy based in Schools of Medicine are reported among top 30 medical schools in US News and World Report.

The discipline of anatomy has been formally recognized in the School from its founding in the nineteenth century through the beginning of the twentieth. Since that time, as new disciplines have emerged and evolved from the field of anatomy, it remains important for the education of physicians but the discipline's central place for research purposes has dissipated.

In the 1980's, the Department of Developmental Genetics and Anatomy (its name between 1983 and 1988), prospered and maintained a research program relevant to the medical sciences in genetics. The department's research vitality significantly diminished following the separation of its geneticists and their establishment in 1987 of a separate Department of Genetics which developed into the current Department of Genetics and Genome Sciences. The department re-assumed its title of Department of Anatomy in 1988 and Dr. Barry Lindley was named Acting Chair at that time. The department continued its graduate program, with a more limited scope, while a new program was initiated in genetics.

Reflecting its diminished research mission, since 1987 the Department has been led by interim chairs, except for one four year period, as a succession of deans recognized more important research growth possibilities in other disciplines and chose not to make an investment in anatomy that would be necessary to recruit a permanent chair. During the 1990s some effort was made to create a department of cell biology and anatomy, but this did not come to fruition as the external identification and recruitment of an appropriate individual for a chair failed.

Dr. Joseph LaManna succeeded Dr. Lyndley as interim chair in 1993 and then was named permanent chair in 2004. At that time, attempts were made to recruit and reinvigorate research and develop a department in the basic science model. Dr. LaManna received a package, and appointed tenure track faculty related to neurological research. By 2007, internal and external reviewers of the department's graduate program recommended suspension of admission to the program due to the absence of a critical mass of funded faculty mentors or a critical mass of qualified applicants. When Dr. LaManna stepped down and joined another department in 2008, only one faculty member with a funded research program remained (in evolutionary biology and paleontology). With Dr. LaManna's departure, the Department's extramural funding declined by more than 95%. The main activity and focus of the department was teaching in the medical school curriculum and in an MS in anatomy program popular with medical students headed for surgery and post-baccalaureate students wanting to improve their records for medical school. Dr. Daniel Ornt, Vice Dean for Education, assumed the role of Interim Chair following Dr. LaManna and tried to reshape the department into one focused on scholarly activity related to medical education. This effort was unsuccessful. When Dr. Ornt departed, Dr. Cliff Harding was named interim chair in 2012.

We have made efforts to maintain the anatomy unit as a department. Ordinarily, we think of basic science departments as needing to sustain the vitality of their teaching program by active, in-depth acquisition of new knowledge in the field. Indeed, departments are expected to have both a discovery and an education component. Since there is no novel discovery pathway in the anatomy discipline per se, external reviewers in 2007 outlined two possibilities under which the department could be maintained as a separate entity. One was to develop a focus in paleontology and evolutionary biology, the other to develop a scholarly focus in medical education. Evolutionary biology has never risen to prominence in any of the SOM's

strategic plans (or any other medical school's strategic plan, to my knowledge), and we do not have the funds to invest in non-priority areas. In addition, this focus does not have universal support among the members of the department. Medical education, however, is a major focus of the SOM and scholarly work in this area is important and mission-critical. The Mayo Medical School provides an example of such a department. I met with the department's faculty on multiple occasions to discuss, among other possibilities, a medical education focus. Some Anatomy faculty expressed their desire not to focus on scholarship in education, feeling that this would put them on a footing below other basic science departments.

An alternative approach was to combine the Department of Anatomy with another department in the hopes of catalyzing a new scholarly focus and creating critical mass. Providing a place for anatomists in this fashion is the most common approach taken by the top 30 medical schools in the US. Two departments presented themselves as opportunities for merger: surgery and pathology. After presentations by the chairs of these departments to the anatomy faculty, however, the anatomy faculty was unable to reach consensus regarding a merger. At the beginning of the 2012-13 academic year, the department of anatomy's Faculty Council representative asked the Council for assistance in convincing the Dean to invest new dollars in the department. The Faculty Council agreed that it would consider a proposal from the department outlining its collective vision for its future if that proposal had the unanimous approval of the department's faculty. No such proposal was provided.

In order to break the deadlock, meet the department faculty's expressed wishes to remain a distinct unit and to remain together, and to appropriately recognize the unit's mission of teaching and service, I proposed the conversion of the department into a Division of Anatomy in December 2013. The Faculty Council's ad hoc committee reworked my proposal and the Council recommended approval of the petition enclosed with this letter.

The status of anatomy in the School of Medicine has vexed the faculty and the dean for at least the past 25 years. The proposal before you represents the best efforts of faculty and administration, providing a sustainable academic home for anatomy for the twenty-first century. I know you will give the petition close scrutiny.

Please let me know if I can provide additional information.

Thank you for your consideration.

Sincerely,

Pamela B. Davis, MD, PhD

c: Dr. Robert Petersen, Past-Chair, Faculty Council
Dr. Mark Aulisio, Chair, Faculty Council
Dr. Clifford Harding, Interim Chair, Department of Anatomy
Nicole Deming, Assistant Dean for Faculty Affairs and Human Resources, SOM

enclosures

4:1 Organization of the Faculty into Departments

The Faculty of Medicine may be organized into departments representing each academic discipline as specified in the Constitution of the University Faculty, Article VII, Sec. B. Divisions with the status of a department may be established.* Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department. Faculty in a division with the status of a department have all the rights, responsibilities and privileges of Faculty in Departments as specified in the Faculty Handbook. Departments have a three prong mission; research, teaching, and service (Faculty Handbook Chapter 2, Art 7, Sec B Par 2), while Divisions have a more specific focus (e.g. research and service or teaching and service). The head of a Division with the status of a department, or the heads of centers within a division, may nominate faculty for appointment and promotion in the division or nominate faculty for award of tenure in the School of Medicine.

* The divisions established by affiliated hospitals and within Departments are distinct from the divisions referred to in this section and are not CWRU academic units.

May 1, 2015

Pamela B. Davis, MD, PhD
Dean, School of Medicine
BRB 105
4915

Dear Dean Davis:

At its April 28, 2014, meeting, the School of Medicine's Faculty Council voted, 22 in favor and 9 opposed, to recommend approval of the enclosed Petition for a Division of Anatomy.

You, as well as anyone, can appreciate the give and take, collegial compromise, and considered judgment that this vote represents. Taken as a whole, the process has spanned decades. Multiple deans and Faculty Council leaders made great efforts to reach a unanimous recommendation. But as in any group run by democratic principles, a time comes to take a vote and follow the will of the majority. We have reached that time regarding the future of Anatomy in the School of Medicine.

Last year's Faculty Council Chair Bob Petersen did not forward the proposal to you because he believed, and I concurred, that a Bylaws amendment to the section on Departments (and Divisions) would quickly be approved by the Faculty of Medicine, providing a more explicit assurance of the rights held by faculty in the proposed Division of Anatomy (and the Division of General Medical Sciences). That amendment is under consideration by the Faculty Senate and forwarding this proposal may illuminate some of the issues raised concerning the amendment.

After your review of the petition, I hope you will join me in recommending approval of establishment of a Division of Anatomy by the Faculty Senate and the other authorities required for final approval.

Please let me know if I can provide any additional information.

Thank you for your consideration.

Sincerely,

Mark Aulisio, PhD
Chair, Faculty Council

cc: Robert Petersen; Nicole Deming

PETITION FOR A DIVISION OF ANATOMY

The key rationale for establishing a Division of Anatomy would be to maintain a unit that has a strong, longstanding, and central educational mission but to recognize that it does not have a concomitant research mission.

It is therefore recommended that the Department of Anatomy be converted to a Division of Anatomy within the School of Medicine. The Division of Anatomy will be a division with departmental status, as defined in the SOM Bylaws.

The division will have primarily, but not exclusively, an educational mission and will participate in the administration, design, and implementation of teaching in the anatomical sciences in the School of Medicine. Its performance relative to other departments will be assessed primarily based on fulfillment of this educational mission.

The division will be headed by a Division Director appointed by the President of the University upon recommendation of the Dean and will follow the Case SOM faculty Bylaws Section 4:3 except that a local (internal) rather than a national search will be deemed satisfactory. The Division Director will have all rights and responsibility of a Department Chair as specified in the SOM bylaws and Faculty Handbook, including voting membership in the Basic Science Department Chairs Council.

All faculty who currently hold appointments in the Department of Anatomy will be eligible to maintain their primary faculty appointment in the Division of Anatomy at their discretion or may join other units of the University following the usual approval process for such transfers. Those Department of Anatomy faculty remaining in the Division of Anatomy will be permitted to maintain roughly their current effort distribution (teaching, research, clinical and service) if they so desire for the 2014-2015 academic year and with the Division Director's agreement beyond that time. Future promotion and tenure of such faculty will be judged by the same criteria as for members of departments as described in the SOM's Qualifications and Standards. Scholarly research and funded research activities will be balanced with teaching and service in consultation with the division director on an annual basis. New faculty recruited to the Division of Anatomy will primarily have educational responsibilities, but effort dedicated to research may be negotiated between the faculty member and the Division Director at the time of hiring and will be honored by the Dean and the SOM. Existing guidelines for merit pay will be retained but will need to be revisited by the division's faculty if the Department of Anatomy's status changes.

The same bylaws and protections regarding faculty with appointments in departments in regard to faculty appointment, reappointment, promotion and tenure will apply to faculty with appointments in divisions with departmental status. The same bylaws governing the creation and dissolution of departments will also apply to divisions with departmental status.

Please submit the proposed amendments to the appropriate committees for their review at their earliest opportunity. I would be pleased to answer any questions that might arise during the review process.

Thank you.

Sincerely,

Pamela B. Davis, MD, PhD

c: Dr. Robert Petersen, Past-Chair, Faculty Council
Dr. Mark Aulisio, Chair, Faculty Council
Nicole Deming, Assistant Dean for Faculty Affairs and Human Resources, SOM

enclosures

CWRU IT

Strategic Planning Process

Sue B. Workman, VP ITS/CIO

August 19, 2015

Leading the way….

Faculty Sponsor

Steven Hauck

Professor of Earth, Environmental, and Planetary Sciences

Staff Sponsor

Jess Shoop

Senior Project Director

Writer / Facilitator

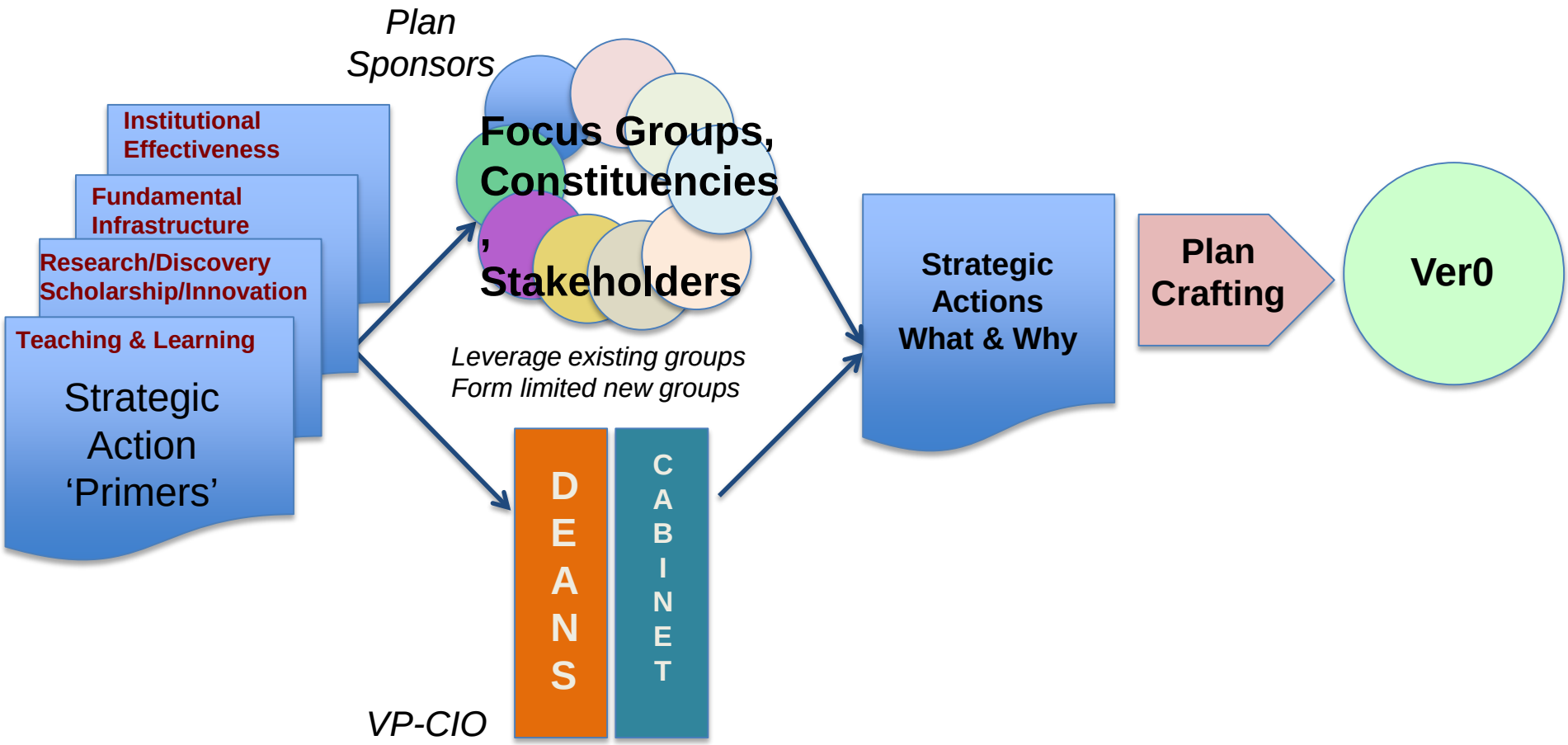
Brian Voss

Consultant

Please submit input and feedback to: ITSP@case.edu

CWRU ITSP Process - Fall 2015

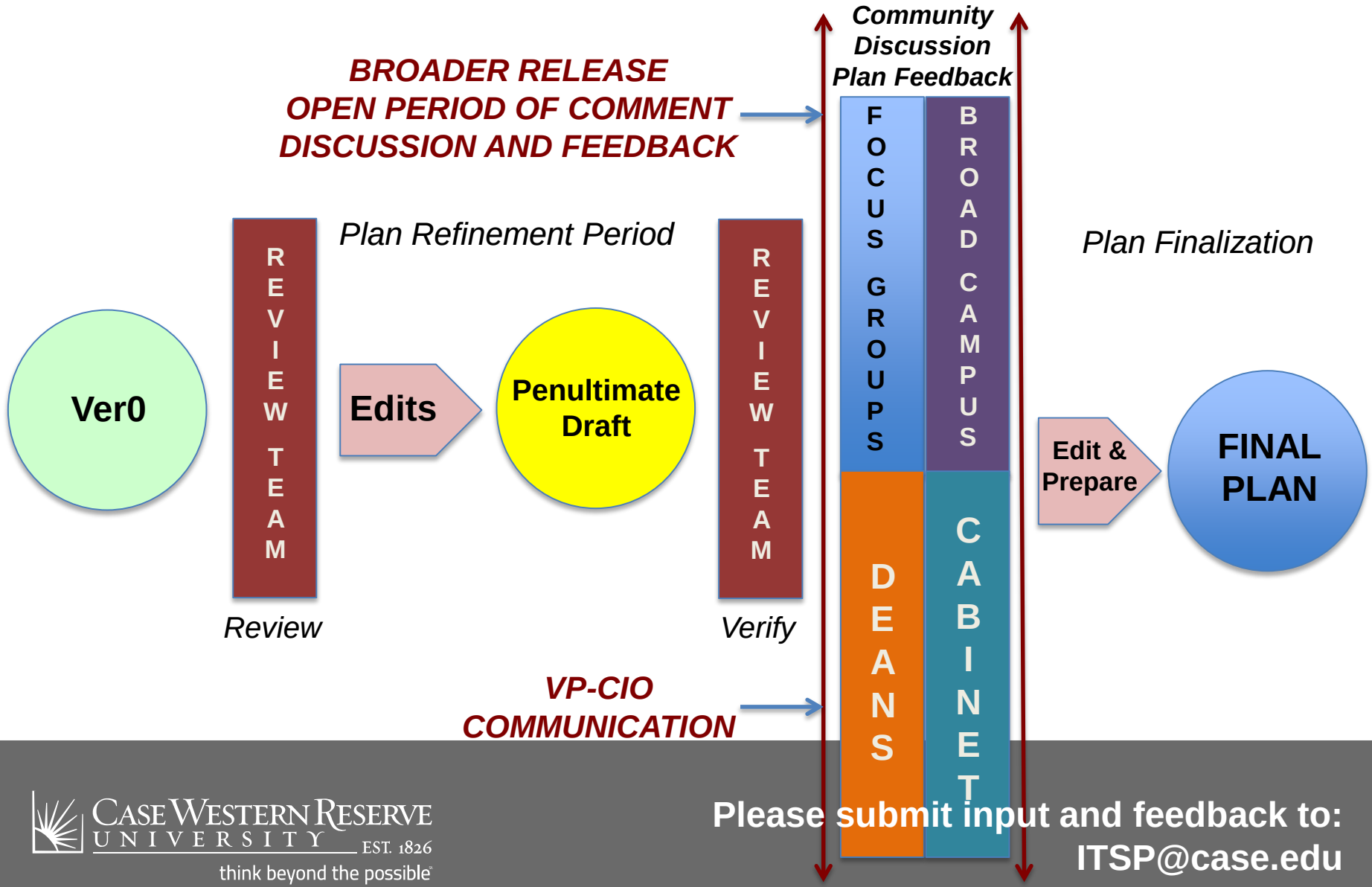
Initial Engagement and Plan Material Development Phase



Please submit input and feedback to: ITSP@case.edu

CWRU ITSP Process - Spring 2016

Review-Team Process, Plan Draft, Broader Discussion/Feedback, Finalize Plan



Please submit input and feedback to:
ITSP@case.edu

CWRU ITSP Process - Spring 2016

Summer 2015

- Designate Sponsors
- Contract Facilitator/Writer
- Define Process & Participation
- Prepare Strategic Action Primers

Fall 2015

- Distribute Strategic Action Primers
- Conduct Input Sessions with Focus Groups, Constituencies, and Stakeholders
- Assemble Strategic Actions - 'What' and 'Why' Items
- Craft Version 0 (Ver0) of Plan

Spring 2016

- Assemble & Charge Review Team
- Revise Ver0 per Review Team
- Craft 'Penultimate Draft' of Plan
- Community Discussion & Feedback
- Incorporate Broader Input
- Craft 'Final' Plan version
- Develop Plan Budget Implications

Summer 2016

- Obtain Endorsements and Approval
- Publish 'Final' Plan Version
- Distribute and Publicize Plan
- Advance Implementation Plans
- Develop Community Action Plans

Please submit input and feedback to:
ITSP@case.edu

Do you want to learn more?
Do you want to share your views?

We want to hear from you!

Contact us at itsp@case.edu

Thinking Strategically About IT@CWRU

The role of Information Technology (IT) at all universities – and specifically at Case Western Reserve University – has transformed over the past three decades. While initially focused on business enablement, today IT has become a key enabler of all facets of the University's mission and function, and in nearly all aspects of the lives of the University community members. IT is a strategic asset.

To advance a new strategic plan, the campus community is encouraged to engage in a thought-provoking conversation about how the University can best leverage IT to achieve its mission and goals. This dialogue will consider what outcomes may be influenced by a strategic view of IT and why such outcomes are important to the future of CWRU. Such a conversation is a first step of a strategic planning process, providing a fuller understanding of the needs and aspirations of the entire University community for the role that IT will play in our future. The goal of the planning process goes beyond simply developing a strategic plan for central IT (ITS), rather, it is to develop a master plan for IT at CWRU. Gaining your collective thoughts and input into the planning process provides you the opportunity to help shape and mold IT at CWRU.

What follows are some questions to spur your creative thinking. The listed categories were structured to bring some critical topics to the forefront by soliciting your insights into the needs and aspirations of the campus community regarding information technology. Thoughts on these areas *and beyond* are appreciated.

Research, Scholarly Enablement and Creative Endeavors - Crucial to the success of our research and scholarly programs, technology enablement within this area must represent the needs and desires of our researchers and scholars.

- Is there a sufficient level of support for information technology – in terms of availability of modern resources, devices, and human support – that enables discovery, scholarship, and creative endeavors across all disciplines? What constitutes such a sufficient level of support?

- What is the state of computationally intensive research on campus? Are the infrastructure/cyberinfrastructure, tools, support, and vigilance to upgrades thereof sufficient to advance the University to a place of leadership?

- What type of IT enablement efforts can help improve the climate for encouraging creative endeavors of cross-discipline scholars, within and beyond the campus community?

- How is computational research with personal health information and other forms of sensitive information supported and maintained? Are there tools and support available to permit researchers to push the boundaries of knowledge in a responsible and secure manner?

- What is the state of data-intensive computing (i.e., "big data") on campus? Are current needs being met and what are the major drivers of future needs in this area?

Teaching and Learning - Crucial to the success of our teaching faculty and student learning programs, technology enablement within this space must represent the needs and desires of our faculty and students.

- What is the state of classroom technology on campus in the view of those who teach? And – from a different viewpoint, what is the state of classroom technology in the eyes of the students who learn? Are the available resources in classrooms sufficient to meet modern needs of instructors? And learners?

- How important is it for faculty to have human support for integrating information technology into their teaching? Are available tools advanced enough – and adoption and skill levels such – that only basic infrastructure is needed? Or is there a need for more intensive support of faculty in order to enable appropriate and innovative adoption of IT into their teaching?

- Where and how do faculty receive support in implementing innovative and effective teaching and what role do IT resources play in that teaching?

- What is the current status of distance/online learning at CWRU – do the toolsets differ greatly from those deployed ***on*** campus in support of teaching and learning? What challenges face distance learners and instructors – and where are IT providers on campus involved?

- What IT tools are important to faculty who teach and to students who learn? Personal computers/tablets/mobile devices, software, availability of IT-enabled classrooms, basic-IT-skills training, IT support (people) etc.?

- Should, and if so, how do the IT organizations and providers at CWRU become trusted partners in the effective and innovative use of instructional technologies in learning on campus?

Infrastructure, Services and Security - Crucial to the success of delivering all IT services, enhancing student life on campus and technologically protecting our University citizens, technology enablement within this area must represent the needs and desires of our campus.

- How can CWRU provide a robust, flexible and sustainable infrastructure? Including, but not limited to: network capabilities, information storage and backup, unified communications, mobile devices/communications, etc.

- CWRU must provide an information secure environment for the campus that safeguards sensitive (personal, regulatory-controlled, and intellectual property) information in a manner that manages risk and liability while not unduly limiting risk-taking in education and research. How can these two things (securing and not-limiting) be balanced? What are the crucial or guiding principles such be considered in balancing these fundamental needs?

- How would substantial improvements in the capabilities to collect, manage, share, and investigate institutional data enable all units to effectively understand and utilize those data to further their missions? How valuable would such capabilities be to achieving shared strategic goals?

- How can the University improve upon providing the infrastructure needed by those disciplines that are already heavily invested in information technology and the need to keep up and expand?

- What type of technology services do faculty, students, and staff desire that would enhance life on campus? Examples could include (but not be limited to): mobile services, pervasive

wifi, software availability for downloads ('free' or at an additional cost), video collaboration, file sharing etc.

Resources, Administration and Operations - Crucial to the success of University daily operations, enterprise systems, and the resources to enable and transform IT at CWRU, technology enablement within this space must represent the needs and desires of our campus.

- What changes should be made in the use of resources toward IT-enablement, and best deployment of institutional investments in IT as well as enterprise information management?

- Do decision makers throughout all levels of the University have access to timely, useful, and accurate information upon which to base decisions? Do they have the tools and support they need to adequately assess that information?

- What is the University's approach for disaster recovery and business continuity planning? Is it sufficient? What are the types of 'disasters' to be considered? What are the requirements of each type in terms of the University's desired responsiveness to restoring service?

- How can we best approach the processes of investing funds in technologies that enable and differentiate the University within its primary domains of teaching, research, and service to the community?

- How can CWRU encourage collaboration across centralized and decentralized IT throughout the University to enable innovation for CWRU as a whole?

- What changes need to be considered in order to develop sustainable funding structures to support IT activities – from capital improvements, to operation/maintenance/refresh of resources, to enabling more advanced and innovative uses of IT on campus?

- How can CWRU improve and promote the continuous attraction, development, and retention of IT talent in all parts of the campus?