

**Faculty Senate Executive Committee**  
Friday, January 17, 2014  
2:00p.m. – 4:00p.m. – Adelbert Hall, Room M2

AGENDA

- |           |                                                                                                                                                 |                     |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 2:00 p.m. | Approval of Minutes from the December 9, 2013 Executive Committee meeting, <i>attachment</i>                                                    | S. Russ             |
| 2:05 p.m. | Revisions to Recommendation from ad Hoc Committee on Appointments Outside Constituent Faculties: Instructor-of Record Issue, <i>attachments</i> | G. Chottiner        |
| 2:25 p.m. | President's Announcements                                                                                                                       | B. Snyder           |
| 2:30 p.m. | Provost's Announcements                                                                                                                         | B. Baeslack         |
| 2:35 p.m. | Chair's Announcements                                                                                                                           | S. Russ             |
| 2:40 p.m. | Honorary Degree Nominations, <i>attachments</i>                                                                                                 | B. Baeslack         |
| 2:50 p.m. | Renaming of Chemical Engineering Department, <i>attachments</i>                                                                                 | U. Landau           |
| 2:55 p.m. | Revisions to SON By-Laws, <i>attachment</i>                                                                                                     | P. Higgins          |
| 3:00 p.m. | Amendment to FS By-Laws re Budget Committee, <i>attachment</i>                                                                                  | S. Russ             |
| 3:05 p.m. | Academic Boycott Issue, <i>attachment</i>                                                                                                       | S. Russ             |
| 3:15 p.m. | Statement from CAS re School Executive Committees, <i>Attachment</i>                                                                            | K. Koenigsberger    |
| 3:25 p.m. | 5-Year Review of Faculty Handbook, <i>attachment</i>                                                                                            | S. Russ<br>R. Weiss |
| 3:35 p.m. | Approval of January 27, 2014 Faculty Senate Meeting Agenda, <i>attachment</i>                                                                   | S. Russ             |

**Faculty Senate Executive Committee  
Minutes of the January 17, 2014 Meeting  
Adelbert Hall, Room M2**

**Committee Members in Attendance**

Bud Baeslack, Provost  
Susan Case, WSOM  
John Fredieu, WSOM  
Patricia Higgins, SON  
Sandy Russ, Chair  
Robert Savinell, CSE, Chair-Elect  
Barbara Snyder, President  
Rebecca Weiss, Secretary of the University Faculty

**Committee Members Absent**

Robin Dubin, Past Chair  
Katy Mercer, LAW  
Benjamin Schechter, SODM  
Glenn Starkman, CAS  
Sonia Minnes, MSASS

**Others Present**

David Hussey, MSASS (substitute for Sonia Minnes)  
David Carney, Chair, By-Laws Committee  
Mark De Guire, Chair, FSCUE

**Guests:**

Kurt Koenigsberger, CAS  
Gary Chottiner, CAS

**Call to Order**

Professor Sandra Russ, chair, Faculty Senate, called the meeting to order at 2:00 p.m.

**Revisions to Recommendations from ad hoc Committee on Appointments Outside the Constituent Faculties: Instructor of Record Issue**

Professor Gary Chottiner, CAS, presented a proposed revision to the recommendations from the ad hoc Committee on Appointments Outside the Constituent Faculties. The recommendations had been approved by the Faculty Senate in March of 2013. The ad hoc committee recommended that the Faculty Handbook state clearly that all instructors of record for CWRU courses be members of the University Faculty. Prof. Chottiner had learned that in the CAS, several departments assign graduate students as instructors of record. The purpose behind this practice is to give graduate students teaching experience and is seen as essential for the recruitment and training of graduate students. Research conducted by Professor Peter Whiting

found that only 5% of instructors of record in CAS are graduate students and that this practice is consistent among peer institutions. Course evaluations for graduate student instructors were found to be very strong. CAS faculty had approved a written process by which graduate students could serve as instructors of record. The ad hoc Committee proposed to revise their original recommendation to state that instructors of record must be members of the University Faculty or be approved to serve as an instructor of record for a course within a constituent faculty via a process that has been approved by the constituent faculty. Each college/school would create their own process to be approved by their faculty. The committee discussed the fact that “instructor of record” is not defined in the Faculty Handbook and a definition will have to be created. The Provost said that he would work on creating a definition with Prof. Chottiner and Vice Provost Don Feke. The Executive Committee approved including the revised recommendation from the ad hoc Committee on the agenda for the Faculty Senate meeting.

*Attachment*

### **Approval of Minutes**

The minutes of the December 9, 2013 meeting of the Faculty Senate Executive Committee were reviewed and approved. *Attachment*

### **President’s Announcements**

President Snyder reported that the university has received over 20,000 undergraduate applications for the fall of 2014. This is a record number. Last year 18,500 applications were received. The quality of the applicant pool is strong and the applicants are diverse. Faculty will be asked to assist in bringing in the new class.

The Faculty Handbook provides that the President is to give a State of the University address each fall. Attendance at the address has typically been small. President Snyder proposed revising the language in the Handbook to provide for more flexibility in how the address is delivered. A written address may be more effective. The President and Provost report to the college/schools and to student groups each year on the state of the university so much of the information is provided at these meetings. Professor David Carney, chair of the Senate By-Laws Committee agreed to draft language for the Handbook and to present it at an Executive Committee meeting later in the semester.

### **Provost’s Announcements**

The Provost reported that the final version of the university’s strategic plan has been completed and will be posted to the website shortly. The college/schools are currently working on their own plans. The implementation plan should be completed by this spring.

### **Chair’s Announcements**

Professor Russ reported that Robert Savinell had been elected the new chair-elect of the Faculty Senate and will serve as chair during the 2014-2015 academic year.

### **Honorary Degree Nominations**

The Provost reported that the pool of nominations for honorary degrees was small this year and that he will be working with the Deans to develop a process to solicit a larger number of nominees with greater national prominence. This does not speak to the quality of this year's nominees. The executive committee voted to approve the three honorary degree nominations: Stanley M. Bergman, Ton Koopman and Donshon Wilson. *Attachments*

### **Revision to the SON By-Laws**

Professor Patricia Higgins, SON, presented revisions to the SON By-Laws. The SON is eliminating their appeals board and replacing it with a grievance and academic integrity board.

Membership in and functions of both boards are clearly described in the new sections of the By-Laws. The Executive Committee voted to include the revisions to the SON By-Laws on the agenda for the Faculty Senate meeting. *Attachment*

### **Renaming of Chemical Engineering Department**

Professor Uziel Landau presented a proposal from the CSE to rename the Chemical Engineering department the Department of Chemical Engineering and Biomolecular Engineering. The proposal had been approved by the faculty of the Chemical Engineering department as well as the faculty of the CSE. The name better reflects the increasingly important role of bio-related topics in the expanding field of chemical engineering and more accurately represents the department's strategic plan, which includes an increased emphasis on biomolecular-related research and teaching. The

new name would enhance the department's ability to attract a broader range of highly motivated undergraduate and graduate students, and to hire outstanding faculty in the area. The Executive Committee voted to include the department rename on the agenda for the Faculty Senate meeting. *Attachments*

### **Amendment to Faculty Senate By-Laws re Budget Committee**

The University Faculty voted to approve the renaming of the Faculty Senate Budget Committee to the Faculty Senate Finance Committee. The Senate By-Laws need to be amended to reflect this change. The Executive Committee voted to include this proposed amendment on the agenda for the Faculty Senate meeting. *Attachment*

### **Academic Boycott Issue**

The Executive Committee considered whether to bring the issue of an academic boycott against Israeli academic institutions, as initiated by three US scholarly institutions, to the Faculty Senate for discussion. The President and Provost had emailed the Case Western Reserve community on December 26, 2013 with a statement opposing the boycott. President Snyder said that while she was not pushing the Senate to consider the issue, she did not want faculty to feel as if she was speaking for them. The Senate had declined to make a statement on a previous academic boycott and the Executive Committee decided that there wasn't a need to bring the issue to the Senate this time either. President Snyder said that she would mention the boycott to the Senate in her announcements at the January meeting.

Professor John Fredieu agreed to report to the Senate on the Executive Committee meeting.

### **Statement from CAS re School Executive Committees**

Professor Kurt Koenigsberger presented a statement from the CAS Executive Committee recommending that the Faculty Handbook be revised to define and explicitly mandate executive committees within each school and the College. The Handbook states that an elected Senate Executive Committee member is to serve ex officio on the faculty executive committee of her or his constituent unit, but at no point, does it mandate the existence of an executive committee for each school or the College (as it does, for instance, mandate unit-level Budget committees). This has become an issue in the SOM where the executive committee is not clearly identified and there has been disagreement among some faculty on whether the SOM Faculty Council or its Steering Committee functions as the School's executive committee. The question of whether the Senate should mandate executive committees is a difficult one as each unit has its own culture. The Executive Committee agreed that language should be drafted to the effect that the Faculty Senate Executive Committee member shall serve ex officio on the faculty executive committee *or other highest level faculty governing committee of the constituent unit*. Prof. David Carney agreed to draft language for review at the February Executive Committee meeting.

### **5-Year Review of Faculty Handbook**

The Executive Committee reviewed items to be considered as part of the 5-year review of the Faculty Handbook. The committee decided that comments on the grievance procedures should be referred to the chairs of the Senate Committee on Faculty Personnel and the Faculty Senate By-Laws Committee who will decide which items relate to policy (and therefore should be considered by the Personnel Committee) and which items are ready for By-Laws consideration (procedural matters).

### **Approval of January 17th, 2014 Faculty Senate Meeting Agenda**

The Executive Committee approved the agenda for the January 17th, 2014 Faculty Senate meeting with a couple of changes. Prof. John Fredieu will report to the Senate on the Executive Committee meeting, and the Academic Boycott agenda item will be removed.

The meeting was adjourned at 3:54p.m.

Approved by the Faculty Senate Executive Committee



Rebecca Weiss  
Secretary of the University Faculty

### Ad Hoc Committee Recommendations With Proposed Change

1. The Faculty Handbook should define University Faculty as members of the eight constituent faculties and the Department of Physical Education and Athletics.
2. The Faculty Handbook should state very clearly that all instructors of record for Case Western Reserve University courses must be members of the University Faculty **or be approved to serve as an instructor of record for a course within a constituent faculty via a process that has been approved by that constituent faculty.**
3. The Faculty Handbook should prohibit faculty appointments outside of the University Faculty.
4. ROTC instructors should receive appointments through the Department of Physical Education and Athletics.

Nomination for Honorary Degree

**Mr. Stanley M. Bergman, Chairman and CEO, Henry Schein**

Nominated by: Jerold S. Goldberg, DDS '70,  
Dean, School of Dental Medicine  
216-368-3266  
[jsg@case.edu](mailto:jsg@case.edu)



Mr. Stanley M. Bergman is the consummate business man with a genuine commitment to making the world a better place. He is Chairman of the Board and Chief Executive Officer of Henry Schein, Inc., the world's largest provider of healthcare products and services. The company is ranked number 10 in Baron's 500, number 303 in the Fortune 500 ranking and named by Fortune as The World's Most Admired Company in 2012. In 2012 and 2013 "Ethisphere" recognized Henry Schein as one of the world's most ethical companies.

Mr. Bergman has served as CEO since 1989 and has been with the company since 1980. He has led "Schein" from a much more modest organization to being a true world leader. He has served on the Boards of the University of Pennsylvania, New York University, the University of Witwatersrand, Tel Aviv University, Hebrew University, the Metropolitan Opera, and he received the 2011 Ellis Island Medal of Honor.

What is so remarkable about Mr. Bergman, in addition to the accomplishments of his company under his leadership, is his genuine commitment to making the world a better place through corporate philanthropy. Henry Schein provides a platform whereby its business partners can come together and have greater impact and influence than they could by themselves. "Henry Schein Cares" is an integral part of the company business and guiding principles and occupies an equal position on its website with its other corporate goals. Its role is to provide access to health care throughout the world through partnerships as well as through its own activity. Henry Schein has provided disaster relief support in Japan, Australia, New Zealand, China, Haiti and the United States. It recently contributed over one million dollars in health care products in response to Hurricane Sandy. Schein has a specific commitment to dental school and dental education and in the past year made a commitment of one million dollars to the School of Dental Medicine at Case Western Reserve University to support our shared commitment to access to care. The company's worldwide leadership position in business and social responsibility is a direct reflection of Mr. Bergman's values.

From [www.henryschein.com](http://www.henryschein.com)

**Stanley M. Bergman**  
**Chairman of the Board and Chief Executive Officer**

Since 1989, Stanley M. Bergman has been Chairman and CEO of Henry Schein, Inc., a Fortune 500® company and the world's largest provider of health care products and services to office-based dental, medical and animal health practitioners, with nearly 16,000 employees and operations or affiliations in 24 countries. The Company's 2012 sales reached a record \$8.9 billion. Henry Schein has been a Fortune "World's Most Admired Company" for 12 consecutive years and is ranked #1 in its industry for social responsibility.

Mr. Bergman serves as a board member or advisor for numerous institutions including New York University College of Dentistry; the University of Pennsylvania School of Dental Medicine; the Columbia University Medical Center; Hebrew University; Tel Aviv University; the University of Witwatersrand Fund; JP Morgan Chase Regional Advisory Board; World Economic Forum's Health Care Governors; the Forsyth Institute; the Business Council for International Understanding; and the Metropolitan Opera. Mr. Bergman is an honorary member of the American Dental Association and the Alpha Omega Dental Fraternity. His awards include being the recipient of the Ellis Island Medal of Honor; the CR Magazine Corporate Responsibility Lifetime Achievement Award; and a Doctor of Humane Letters from A.T. Still University's Arizona School of Dentistry and Oral Health.

Stan and Marion Bergman and their family are active supporters of organizations fostering the arts, higher education, cultural diversity and grassroots health care and sustainable entrepreneurial economic development initiatives in the United States, Africa and other developing regions of the world.

Mr. Bergman received his Bachelor of Commerce and Certificate in Theory of Accounting from the University of Witwatersrand in South Africa, and is a NYS Certified Public Accountant (CPA).





## Henry Schein Recognized By Ethisphere As One Of The World's Most Ethical Companies For Second Year In A Row

MELVILLE, N.Y., March 7, 2013 /PRNewswire/ -- Henry Schein, Inc. (NASDAQ: HSIC), the world's largest provider of health care products and services to office-based dental, medical and animal health practitioners, announced today that it was again named to Ethisphere® Institute's 2013 World's Most Ethical Companies Ranking™ for exemplary ethical leadership, worldwide business standards and commitment to corporate social responsibility.

Honored by Ethisphere in 2012 and 2013, Henry Schein continues to be recognized for being a health care industry leader in upholding the highest ethical standards and business practices. This year, Henry Schein was among 138 companies recognized by Ethisphere, a leading international think tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate social responsibility, anti-corruption and sustainability. This is the seventh year that Ethisphere Institute has published the World's Most Ethical Companies Ranking.

"Since our founding eighty years ago, a deep commitment to the highest ethical standards has always been a central part of the character of Henry Schein, and this commitment forms the very foundation of our business model," said Stanley M. Bergman, Chairman of the Board and Chief Executive Officer of Henry Schein, Inc. "We are very proud to again be honored by Ethisphere Institute in recognition of our success in implementing exceptional worldwide business standards as well as our enduring dedication to enhancing access to health care for the underserved through our global corporate social responsibility program, Henry Schein Cares."

Henry Schein Cares stands on four pillars: engaging Team Schein Members to reach their potential, ensuring accountability by extending ethical business practices to all levels within Henry Schein, promoting environmental sustainability, and expanding access to health care for underserved and at-risk communities around the world.

The evaluation criteria for the World's Most Ethical Companies Ranking includes an in-depth assessment of Corporate Citizenship and Responsibility; Ethics and Compliance Program; Culture of Ethics; Corporate Governance; and Reputation, Leadership and Innovation. Based on the "Ethics Quotient" score derived from this evaluation, the top percentile performers in each industry are further evaluated through a stringent due diligence process.

Selected from thousands of nominated companies, Henry Schein was honored this week at Ethisphere's Dinner Awards Ceremony at the Grand Hyatt Hotel in New York City during the 5th annual Global Ethics Summit. For more information on Ethisphere's World's Most Ethical

Companies rankings, please visit <http://ethisphere.com/worlds-most-ethical-companies-rankings>.

### **About Ethisphere® Institute**

The research-based Ethisphere® Institute is a leading international think-tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate social responsibility, anti-corruption and sustainability. Ethisphere Magazine, which publishes the globally recognized World's Most Ethical Companies Ranking™, is the quarterly publication of the Institute. Ethisphere provides the only third-party verifications of compliance programs and ethical cultures that include: Ethics Inside® Certification, Compliance Leader Verification™ and Anti-Corruption Program Verification™. More information on the Ethisphere Institute, including ranking projects and membership, can be found at <http://www.ethisphere.com>.

### **About Henry Schein, Inc.**

Henry Schein, Inc. is the world's largest provider of health care products and services to office-based dental, medical and animal health practitioners. The Company also serves dental laboratories, government and institutional health care clinics, and other alternate care sites. A Fortune 500® Company and a member of the NASDAQ 100® Index, Henry Schein employs more than 15,000 Team Schein Members and serves more than 775,000 customers.

The Company offers a comprehensive selection of products and services, including value-added solutions for operating efficient practices and delivering high-quality care. Henry Schein operates through a centralized and automated distribution network, with a selection of more than 96,000 branded products and Henry Schein private-brand products in stock, as well as more than 110,000 additional products available as special-order items. The Company also offers its customers exclusive, innovative technology solutions, including practice management software and e-commerce solutions, as well as a broad range of financial services.

Headquartered in Melville, N.Y., Henry Schein has operations or affiliates in 25 countries. The Company's sales reached a record \$8.9 billion in 2012, and have grown at a compound annual rate of 17 percent since Henry Schein became a public company in 1995. For more information, visit the Henry Schein Web site at [www.henryschein.com](http://www.henryschein.com).

SOURCE Henry Schein, Inc.

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# CEO Stanley Bergman wins Perlmutter Award

By [Luke Hayslip](#)

Justice Staff Writer

Published: Monday, April 29, 2013

Updated: Monday, April 29, 2013 23:04

This past Tuesday, the Brandeis International Business School's 2013 Perlmutter Award was presented to Stanley Bergman, the chairman and chief executive officer of the health care company Henry Schein, Inc.

Bergman first gave a lecture in IBS' Lee Hall about corporate responsibility. After the talk, Bergman received the award from IBS Dean Bruce Magid, University President Frederick Lawrence and Trustee Louis Perlmutter '56.

In an interview with the Justice, Bergman spoke about his background and his commitment to philanthropy and social programs. Bergman, his wife Marion and his family actively support organizations involving the arts; higher education; grassroots health care and sustainable economic development in the United States, Africa and developing nations around the globe.

When asked about his reaction to receiving the award, Bergman said, "When Lou [Perlmutter] called me up I was blown away." He added that he was good friends with the Perlmutter family and that it was a great honor. Bergman spoke of the business philosophy of Henry Schein, referencing key components as suppliers, customers, the Henry Schein team, investors and a deep moral commitment. "It's not only about writing a check, but being actively engaged in corporate social responsibility." He remarked that awards like the Perlmutter Award "validate what our 16,000 [employees] engage in, balancing the needs of society and business."

According to Bergman, community commitment is an important aspect of the Henry Schein philosophy. Notable programs include the Henry Schein Cares Foundation, a program which advances "wellness, access to care and response to disasters;" Back to School, a service which provides school supplies to disadvantaged schoolchildren; and Holiday Cheer, which provides clothing, toys and games to disadvantaged children as well as food baskets for their families.

Bergman stressed that the community service commitment applies to both the United States and abroad. In terms of the company's global outreach, a large portion revolves around the African continent and to some extent Latin America. Programs also extend services to some parts of Asia and Australia. While Henry Schein team members in the United States provide a large portion of support and logistical expertise for social responsibility and outreach initiatives, there is a strong international presence which also assists in global outreach.

Providing a bit of context for his motivations both in business and in the social realm, Bergman explained his background and personal foundations. "I think my values, my foundation and my parents' values were such that they were connected with a socially responsible lifestyle," he said.

Bergman described growing up in Port Elizabeth on the southern tip of Africa. He attended the University of the Witwatersrand in Johannesburg, South Africa "at a very unstable time in South African history, ... toward the end of the apartheid period," he said. While he was heavily involved in the youth movement, which emphasized issues of social responsibility and anti-apartheid sentiment, Bergman explained that he had yet to become a "real activist."

As the conversation came to a close, Bergman spoke of the struggles he and his wife encountered in Africa. His wife, a physician, interned at the largest hospital in Africa, something which "made her really aware of the injustice that was going on in Africa," Bergman said. The struggle of apartheid and strife on the continent spurred the couple to leave South Africa in 1975, moving to the U.S. after a year abroad in Israel and the United Kingdom. According to Bergman, his primary intention in coming to the U.S. was to make a living. He entered the accounting world, working as a consultant for Henry Schein. "I have always had a view of how to combine the business world ... with socially responsible activities, and Henry Schein has given me a really good platform to do exactly that," he said.

# DENTAL TRIBUNE

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Business USA



Henry Schein is recognized as a leader in corporate social responsibility. (DTI/Photo Henry Schein)

Mar 8, 2013 | Business USA

## Henry Schein again ranks as one of most ethical, most admired companies

**MELVILLE, N.Y., USA:** Henry Schein, the world's largest provider of health care products and services to office-based dental, medical and animal health practitioners, has been ranked as one of the world's most ethical companies by Ethisphere Institute for the second year in a row. The company has also been ranked by FORTUNE magazine as one of the world's most admired companies, for the 12th consecutive year.

The recognition by Ethisphere Institute — an international think tank dedicated to the creation, advancement and sharing of best practices in business ethics, corporate social responsibility, anti-corruption and sustainability — is for exemplary ethical leadership, worldwide business standards

and commitment to corporate social responsibility. Henry Schein was among 138 companies recognized this year by Ethisphere.

“Since our founding 80 years ago, a deep commitment to the highest ethical standards has always been a central part of the character of Henry Schein, and this commitment forms the very foundation of our business model,” said Stanley M. Bergman, chairman of the board and CEO of Henry Schein. “We are very proud to again be honored by Ethisphere Institute in recognition of our success in implementing exceptional worldwide business standards as well as our enduring dedication to enhancing access to health care for the underserved through our global corporate social responsibility program, Henry Schein Cares.”

Henry Schein Cares stands on four pillars: engaging Team Schein Members to reach their potential, ensuring accountability by extending ethical business practices to all levels within Henry Schein, promoting environmental sustainability, and expanding access to health care for underserved and at-risk communities around the world.

The evaluation criteria for the World’s Most Ethical Companies Ranking includes an in-depth assessment of corporate citizenship and responsibility; ethics and compliance program; culture of ethics; corporate governance; and reputation, leadership and innovation. Based on the “Ethics Quotient” score derived from this evaluation, the top percentile performers in each industry are further evaluated through a stringent due diligence process.

Selected from thousands of nominated companies, Henry Schein was honored at Ethisphere’s Dinner Awards Ceremony at the Grand Hyatt Hotel in New York City during the Fifth annual Global Ethics Summit.

#### **Also among ‘most admired’ companies**

Henry Schein has also been named to the 2013 FORTUNE list of the World’s Most Admired Companies. Henry Schein has been a FORTUNE Most Admired company for 12 consecutive years.

For 2013, Henry Schein earned first-place rankings within its industry in five of nine categories, including social responsibility, global competitiveness, quality of management, quality of products/services and use of corporate assets. Henry Schein ranked second among other industry companies in the four remaining categories (innovation, people management, long-term investment and financial soundness).

“It is gratifying to again be recognized within our industry as one of the World’s Most Admired Companies,” said Bergman. “In particular, we are very pleased to have once again been ranked first in our industry for social responsibility — a result of our global Henry Schein Cares initiatives — as well as first for global competitiveness. By continuing to set the industry standard for these two pillars of corporate performance, we believe that we are demonstrating the wisdom of Benjamin Franklin’s philosophy of ‘enlightened self interest.’ Henry Schein is proving that it is possible to ‘do well by doing good,’ and that being a responsible corporate citizen is good business.”

Henry Schein Cares, the company’s global corporate social responsibility program, helps increase access to care for underserved populations globally through three focus areas: Wellness, prevention and treatment; emergency preparedness and relief; and health care capacity building.

Henry Schein's global competitiveness is fueled by the company's operations or affiliates in 25 countries around the world. Henry Schein's sales outside of the United States represented 39 percent of total company sales in 2012.

**Paladino to speak at Barclays Global Healthcare Conference**

In other news from Henry Schein, Steven Paladino, executive vice president and chief financial officer, will present at the 2013 Barclays Global Healthcare Conference, taking place at the Loews Hotel in Miami on March 12.

The Henry Schein presentation is scheduled to begin at 10:45 a.m. EDT on March 12 and can be heard via live webcast by visiting [www.henryschein.com](http://www.henryschein.com), clicking on Investor Relations and following the link for Webcasts. A replay will be available on the site following the presentation.

*(Sources: PRNewswire, [Henry Schein](#))*

**SPEECH DELIVERED BY STANLEY M. BERGMAN  
HENRY SCHEIN, INC. CHAIRMAN AND CEO**

**2011 PENN DENTAL MEDICINE GRADUATION  
MAY 16, 2011**

**“OPEN MOUTHS AND OPEN MINDS”**

Thank you for that kind introduction, Dean Kinane. Thank you as well to the distinguished Penn Dental Medicine faculty and administration for the privilege of joining you at this very important event. And my sincere congratulations go out to today's 2011 Penn Dental Medicine graduates and your families. Thank you for allowing me to share a few thoughts with you as you begin what I am sure will be long and successful professional careers.

Looking out over today's graduation class reminds me of my graduation from the University of the Witwatersrand almost 40 years ago. My class was so young, eager and energetic. But when I went to a recent college reunion, it was filled up with a bunch of really old looking, gray-haired people, some with no hair, who claimed to be classmates of mine. I can't believe all these old men know me.

It is so nice to be back on the Penn campus because I have wonderful memories of a long association with the University of Pennsylvania. Not that long ago, in 2002 and 2004, my wife and I were sitting on the other side of the podium with hundreds of other proud parents in the audience, watching our son, Paul, receive his undergraduate and graduate degrees from the College and The Wharton School. Four degrees and a lot of tuition fees later, I am pleased to now be standing on this side of the podium. And one of my great friends and mentors was Professor Edward B. Shils, who founded the Wharton Entrepreneurial Center and was the Executive Director of the Dental Manufacturers of America, our trade association. Ed was no stranger to graduation ceremonies either. He earned six degrees here at Penn – his first in 1936 and his last in 1997. The conference room in the Schattner Center is named the Shils Board Room. With these warm memories in mind, it is my great pleasure to be with you today.

Do you remember that scene from “The Graduate” where Mr. McGuire escorts Dustin Hoffman out of the party to the patio and says, “I just want to say one word to you...just one word...are you listening? Plastics!” Today I just want to say one word to this graduating class, and it's not “plastics.” It is “open.” “Open” is going to become one of the most important words in your future.

You will go from here today and “open” your practice career – some graduates in private practice, others in public health, others in a corporate setting, and some in academics.

If you see an average of 15 patients a day, five days a week, you will probably say “open” to your patients more than 150,000 times over the course of a 40-year career.



And that includes taking time off for vacation! Can you imagine saying any other word 150,000 times?

But even more important than “opening” your practice career or asking your patients to “open” is the need to keep your mind “open” as a dental professional, because even though today marks your graduation from Penn Dental Medicine, your education has really just begun.

I say this from first-hand experience. When I became Chairman and CEO of Henry Schein in 1989, let alone 31 years ago when I joined the dental family, dentistry was a very different profession from what it is today. Over these 31 years I have had a front-row seat to technology-fueled innovation that has unfolded to transform into the modern dental practice.

Thirty-one years ago can you imagine trying to convince a dentist that if he or she wanted to build a successful practice it would need to include CAD-CAM with in-office chair side dental crown and bridge milling; dental lasers; digital imaging that could be viewed immediately chair side in the operatory; cone-beam imaging technology; integrated practice management systems encompassing electronic charting, and electronic medical records to tie everything together instantly and electronically link the dentist and auxiliary staff to patients and dental labs; Internet connectivity; a Web site; Twitter; Linked In; Facebook; and electronic billing, claims and recall cards. But that is exactly what has happened since I joined the dental community.

And the astonishing thing to realize is that the dental technology advancements that we have seen over the past 31 years will pale in comparison to what we will see in the next half a decade and the years when each of you will be in the prime of your professional careers. You will be the wave of dental professionals who will master this new technology that we cannot even imagine at this time and assimilate technology into your practices to continually improve the care that you provide to patients.

Because you will play this pivotal role, keeping your mind “open” will be one of the most important qualities that you will bring to the chair side each day. So what does it mean to have an “open” mind? In a world where technology and communications have linked people around the world as never before it means being “open” to maintaining a global perspective on the dental profession as you treat your patients in your local community. It means opening yourself up to sharing best practices or collaborating with colleagues around the world, and applying that knowledge to benefit patients in your practices. With the Internet and social media, the opportunity to collaborate globally now exists all day every day through handheld wireless devices or laptop computers, and we cannot imagine where technology will take us next.

Being a successful dental professional also will require you to have an “open” mind about leadership. There will be a dental team frequently looking to you as the CEO of your practice for direction, professional development, motivation, reassurance, and, in many cases, for a continued sense of job security in unstable economic times.

Throughout your career, I encourage you to be “open” to embrace this leadership role as your dental team expands and evolves, and look for ways to help members of your staff grow professionally.

You also will be a recognized health care leader in your profession, your community, state, country, or in some cases internationally. The recognition of the strong link between oral health and overall health will continue in the future. Please be “open” to this! It will be up to this new generation of dental professionals to expand upon the already important role that the dentist plays in the larger health care continuum.

You will need to be “open” to being a leader in embracing new technology. I spoke earlier of some of the common technology tools that help dental practitioners improve efficiency and quality care. While we cannot predict with certainty what technology advances may occur in the future, we do know that a digital highway has already been created that links all of the developed world and much of the developing world. This digital highway extends into the dental profession, linking dental clinics with other dental and health care professionals; patient homes; dental labs; insurance providers; dental manufacturers and distributors; dental educators; professional associations; and dental advocacy groups. It will be up to each of us to be “open” to successfully navigate this new highway.

Additionally, with social media a patient’s experience in your clinic – whether positive or negative – can and will easily be instantly communicated via Facebook or Twitter to hundreds of their friends – while they are still in your chair! The impact of social media is only going to intensify in the future, and it will be something that every successful dental professional must be “open” to mastering.

Dentists also should be “open” to the needs of a patient population in a world where the demographics are changing rapidly. Each day the world’s population grows by more than 200,000, and today almost half of the world’s population of 6.5 billion is under age 25. Yet in developed countries such as the United States we are seeing an aging population. The World Health Organization projects that people 60 years and older will rise from 600 million in 2000 to 2 billion in 2050. As the affluent baby boomer generation ages, it will devote substantial discretionary income to staying well and maintaining good oral health.

In addition, we are seeing increased diversity in the developed countries. This means that cultural competency in the practice of dentistry will be essential in the future. Here in the United States, the Census Bureau projects that by 2042, those who trace their roots to the developing world will represent the majority of America. The “minority” will be the “majority.” Only five years ago experts had predicted this would occur in 2050, and now it is 2042.

This class demonstrates the growing diversity we are seeing. There are graduates from 26 states across our country, as well as 17 foreign countries, and a large number of graduates here today can take their skills to the developing world. As a person who

grew up in South Africa and immigrated to the United States, it is wonderful for me to see this degree of global representation in the Penn Dental Medicine graduating class. Please be “open” to understanding the implications of changing demographics on the practice of dentistry.

Dean Kinane assures me that everyone graduating today has been trained to be an excellent clinician. But for many graduates looking to open a practice, that alone will not be enough. When you move into private practice, you will own a small to medium-sized enterprise (“an SME”) and become a small business entrepreneur, which demands a set of skills seldom taught in even the best dental schools like Penn Dental. I urge you to “open” your minds to ways to improve your business acumen as you build your practice. Look for processes and tools that will enhance the efficiency of your practice as you continue to provide the very best care to your patients. Remember that you not only will be a great clinician but also the CEO of a business.

My next piece of advice is particularly heartfelt: please “open” your mind to giving back to society in a way that will help expand access to oral health care in underserved communities, both locally and around the world. This is the mission of Henry Schein Cares, our Company’s global corporate social responsibility program, and we are very proud that Henry Schein has been ranked first in our industry for social responsibility in Fortune’s 2011 list of the World’s Most Admired Companies.

Penn Dental students are already giving back by working in the community through the PennSmiles mobile dental clinic and other projects. After graduation, the opportunities for a dentist to continue giving back are wide-ranging: donate your time at a local community health center clinic; contribute a portion of your teeth whitening fees for a week to a charity; volunteer to go on a dental outreach mission to Africa, the Caribbean or South America; participate in the ADA’s Give Kids A Smile day each year, as we do at Henry Schein. Without exception, the dentists who have done these things have told me that the experience has enriched them as dental professionals. And remember that Henry Schein Cares stands ready to support your volunteer missions to underserved communities.

Next, “open” your mind to the importance of partnership. You will need to choose long-term partners who can help build your practice: other dental practitioners; a broader allied dental team; and dental manufacturers, distributors and others from private sector who will support your practice. Seek and be “open” to finding partners who understand your vision and share your commitment – partners who can add true value to your practice, bring benefits to your patients and build your success.

Finally, always keep an “open” mind about finding the right balance between your life as a dental professional and your life outside of the clinic. This is balance between professional life, family and “the other things in life,” which should always include social responsibility. Finding this balance reminds us why we are working so hard in the first place, and it enables us to enjoy our careers longer.

As new dental professionals, you could ask for no better start to your careers than the education and training you have received here at Penn Dental Medicine, and no more exciting time to enter the great profession. But this is just the beginning.

Please be “open” to the challenges and opportunities that lie ahead. Keep a global perspective. Be a leader of people, of health care, and of technology. Recognize the needs of a changing patient population. Embrace your role as a business leader. Give back to society. Choose your partners carefully. And balance work with your personal life. If you are “open” to these ideas, I have no doubt that the world will “open” itself up to you over the course of your long and successful career.

Thank you, and once again congratulations on this tremendous achievement.

## INVITATION TO NOMINATE FOR HONORARY DEGREE

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Case Western Reserve University invites nominations for honorary degrees by which the university can recognize persons who exemplify in their work the highest ideals and standards of “excellence in any valued aspect of human endeavor, including the realm of scholarship, public service, and the performing arts.” (Faculty Handbook, 3, III.X)

***Current members of the faculty, the staff, or the Board of Trustees are not eligible for an honorary degree.***

The honorary degree committee is chaired by Provost W. A. “Bud” Baeslack and includes: Gerry Matisoff, Arts and Sciences; John Lewandowski, Engineering; Suchitra Nelson, Dental Medicine; Michael Scharf, Law; David Clingingsmith, Management; Nathan Berger, Medicine; Diana Morris, Nursing; Sharon Milligan, Applied Social Sciences; Patrick Kennedy, Physical Education and Athletics; and *ex-officio* members University Marshal Robin Dubin and Deputy Provost Lynn Singer. Nominations for honorary degrees to be conferred at a future commencement may be submitted throughout the year. Nominators should bear in mind that the selection committee meets in the fall semester in accord with the schedule described in the Faculty Handbook and recommendations submitted after the announced deadline will be reviewed in the following cycle.

The university community is invited to submit nominations, preferably by e-mail, to the office of the provost, c/o Lois Langell ([lois.langell@case.edu](mailto:lois.langell@case.edu)), or to any committee member by September 27, 2013, for consideration during the fall semester 2013.

**Nominees should not be informed of the nomination.**

For full review, please include the information listed below. Incomplete nominations cannot be considered.

-----

## RECOMMENDATION FOR AWARD OF AN HONORARY DEGREE

**Submit by September 27, 2013, for review in the fall term.  
Please do not inform the nominee of his or her nomination**

**Nominee:** Ton Koopman

Attachments:

Nominating letter

Nominee’s vita or biography.

Letters of support (optional; a maximum of five)

Other materials (optional)

Nominator: The Faculty of the Department of Music

Contact information: Peter Bennett

Status (student, faculty, staff, alumna/us) Associate Professor, Department of Music



## Honorary Degree Proposal: TON KOOPMAN

Ton Koopman has earned a global reputation as a pioneer of the early music movement and as one of the most influential conductors and keyboard players working today. His influence and renown are such that he has been knighted in his home country, receiving the Order of the Netherlands Lion, in 2003. Most relevant for the purposes of this letter, Mr. Koopman has established strong connections to Cleveland and to Case Western Reserve University. All of which make him an ideal candidate for an Honorary Degree from this institution.

Mr Koopman's credentials as a musician are impeccable. In 1979 He founded the Amsterdam Baroque Orchestra (ABO), an orchestra that is now recognized as one of the leading ensembles in the world, and has at the same time maintained his presence as a distinguished keyboard player and recitalist. His discography with the ABO is remarkable. Most notably, from 1994-2004 the orchestra recorded the complete cantatas of J.S. Bach, and his CDs of Bach's organ and harpsichord music are the standard by which all others are judged. In recent years Mr Koopman has turned more to conducting (acting as a guest conductor for major orchestras all over the world), and it is in this capacity that he established connections with Cleveland and CWRU, as Artist in Residence with the Cleveland Orchestra (2011-14)

Ever since Mr. Koopman visited Cleveland he has been a generous friend to the CWRU Department of Music and its highly acclaimed Historical Performance Practice program, and he has been a catalyst for a number of collaborations in University Circle, most notably with the Cleveland Museum of Art, which boasts a large and important collection of early keyboard instruments. In 2011 Mr. Koopman spent a great deal of time with the CWRU Baroque Orchestra in the Gartner Auditorium at the CMA, coaching the players and working with the harpsichordists individually after the rehearsal. He then met with the harpsichordists later (in Severance Hall) and again generously and freely offered his time and expertise. In subsequent visits he played a recital in Harkness Chapel (one of the highest profile concerts ever to have taken place in that venue, using an instrument from the CMA collection). In 2013 he gave a masterclass on the newly installed organ at the Church of the Covenant. On all these occasions Mr Koopman has been a gracious and generous presence. And our students have benefited immeasurably from both his presence and from the collaborations he has fostered among the CMA, the Cleveland Orchestra, the Church of the Covenant and CWRU. By awarding by Mr Koopman an honorary degree we would celebrate and promote the longstanding success of the Historical Performance Program program at CWRU, repay some of the kindness Mr. Koopman has shown this community, and nurture the possibility of future collaborations with this distinguished artist.

Yours sincerely

A handwritten signature in black ink that reads "Peter Bennett". The signature is written in a cursive style with a long horizontal stroke extending from the end of the name.

Peter Bennett, M.A. (Cambridge), M.Mus. (King's College, London), D.Phil. (Oxford)  
Associate Professor of Musicology  
Case Western Reserve University

e-mail: [peter.bennett@case.edu](mailto:peter.bennett@case.edu)

phone: 216-368-0156

## **Ton Koopman Biography**

(From the English-language version of his  
website: <http://www.tonkoopman.nl/text/tonkoopman>)

### **Submitted in support of his nomination by CWRU Department of Music for an Honorary Degree**

Ton Koopman was born in Zwolle in 1944. After a classical education he studied organ, harpsichord and musicology in Amsterdam and was awarded the Prix d'Excellence for both instruments. From the beginning of his musical studies he was fascinated by authentic instruments and a performance style based on sound scholarship and in 1969, at the age of 25, he created his first Baroque orchestra. In 1979 he founded the Amsterdam Baroque Orchestra followed by the Amsterdam Baroque Choir in 1992.

Koopman's extensive and impressive activities as a soloist, accompanist and conductor have been recorded on a large number of LPs and CDs for labels like Erato, Teldec, Sony, Philips and DG, besides his own record label "Antoine Marchand", distributed by Challenge Records.

Over the course of a forty-five-year career Ton Koopman has appeared in the most important concert halls and festivals of the five continents. As an organist he has performed on the most prestigious historical instruments of Europe, and as a harpsichord player and conductor of the Amsterdam Baroque Orchestra & Choir he has been a regular guest at venues which include the Concertgebouw in Amsterdam, the Théâtre des Champs-Élysées in Paris, the Philharmonie in Munich, the Alte Oper in Frankfurt, the Lincoln Center and Carnegie Hall in New York and leading concert halls in Vienna, London, Berlin, Brussels, Madrid, Rome, Salzburg, Tokyo and Osaka.

Between 1994 and 2004 Ton Koopman engaged in a unique project, conducting and recording all the existing Cantatas by Johann Sebastian Bach, a massive undertaking for which he has been awarded the Deutsche Schallplattenpreis "Echo Klassik", the BBC Award 2008, the Prix Hector Berlioz, has been nominated for the Grammy Award (USA) and the Gramophone Award (UK). In 2000 Ton Koopman has received an Honorary Degree from the Utrecht University for his academic work on the Bach Cantatas and Passions and has been awarded both the prestigious Silver Phonograph Prize and the VSCD Classical Music Award. In 2006 he has received the « Bach-Medaille » from the City of Leipzig.

Recently Ton Koopman has embarked on another main project: the recording of the whole works by Dietrich Buxtehude, one of the great inspirers of the young J.S. Bach. The recording will be accomplished in 2010 with the release of 30 CDs. Ton Koopman is President of the "International Dieterich Buxtehude Society".

Ton Koopman is very active as a guest conductor and he has collaborated with many prominent orchestras in Europe, USA and Japan. He has been Principal Conductor of the Netherland Radio Chamber Orchestra and has collaborated with the Royal Concertgebouw Amsterdam, DSO Berlin, Tonhalle Orchestra Zurich, Orchester des Bayerischen Rundfunks in Munich, Boston Symphony, Chicago Symphony, Orchestre Philharmonique de Radio France, Cleveland Orchestra, Santa Cecilia in Rome, Deutsche



Kammerphilharmonie and Wiener Symphoniker. In the following season he will work on new programmes with the New York Philharmonic, DSO Berlin, Orchestra RAI in Turin, Stockholm Philharmonic, Tonhalle in Zurich. After the great success of his tour at the beginning of 2008, Ton Koopman has been nominated Artist in Residence at the Cleveland Orchestra for three consecutive years starting in 2011.

Ton Koopman publishes regularly and for a number of years he has been engaged in editing the complete Händel Organ Concertos for Breitkopf & Härtel. Recently he has published Händel's Messiah and Buxtehude's Das Jüngste Gericht for Carus. Ton Koopman leads the class of harpsichord at the Royal Conservatory in The Hague, is Professor at the University of Leiden and is a Honorary Member of the Royal Academy of Music in London.

Ton Koopman is artistic director of the French Festival "Itinéraire Baroque".

----- Original Message -----

**Subject:**Re: Honorary Degree nominations

**Date:**Mon, 9 Sep 2013 13:57:11 -0400

**From:**David Ake <[daa52@case.edu](mailto:daa52@case.edu)>

**To:**Cynthia Stilwell <[cas26@case.edu](mailto:cas26@case.edu)>

**CC:**Cyrus Taylor <[cct@case.edu](mailto:cct@case.edu)>

Cynthia,

The Department of Music nominates the renowned Dutch conductor and harpsichordist Ton Koopman for an honorary degree from CWRU. Mr. Koopman is an ideal candidate for this distinction as he not only ranks among the world's most acclaimed proponents of so called early music -- he has even been knighted by the Netherlands -- but he has also built close ties to Cleveland and our institution. He recently completed a three-year artist-in-residency with the Cleveland Orchestra (see link below) and worked closely with students and faculty of CWRU's own program in Historical Performance Practice (HPP). Let me know if you would like additional information about Mr. Koopman's accomplishments or need other materials from me.

Thanks,

DA

# Ton Koopman ends residency at Cleveland Orchestra with dashing Handel program (re



Baroque specialist Ton Koopman is conducting an all-Handel program this week, his last as artist-in-residence of the Cleveland Orchestra. (*Marco Borggreve*)



By [Zachary Lewis, The Plain Dealer](#)

[Email the author](#)

on May 10, 2013 at 10:44 AM, updated May 10, 2013 at 11:19 AM

[Email](#)

**Ton Koopman's reign as artist-in-residence is ending, but his presence at the Cleveland Orchestra will be felt for years to come.**

**On an all-Handel program Thursday marking his final concerts as resident artist, the 18th-century specialist delineated more clearly than ever the impact he's had on Severance Hall these last three years.**

**Thanks to him, the orchestra now plays Baroque music not only beautifully but also stylistically, in keeping with period aesthetics. Its Handel on Thursday practically sizzled, driven by the exceptional purity of tone and infectious enthusiasm Koopman brings to every performance.**

Whenever the group takes up music from older eras, surely now it also will consider some of Koopman's many other preferences, all on display Thursday and on separate recitals here on organ and harpsichord, including brisk tempos, flexible dynamics, and textural transparency.

The orchestra has not been the only beneficiary. Koopman also has had a marked effect on the Cleveland Orchestra Chorus.

## REVIEW

### **Cleveland Orchestra**

**What:** Ton Koopman conducts Handel.

**When:** 8 p.m. Friday, May 10.

**Where:** Severance Hall, 11001 Euclid Ave., Cleveland.

**Tickets:** \$39-\$125, Go to [clevelandorchestra.com](http://clevelandorchestra.com) or call 216-231-1111.

Singing Handel's "Dettingen" Te Deum and brief but powerful Coronation Anthem No. 1 Thursday, the chorus's chamber ensemble was a model of Baroque-style clarity and lightness, handling unquestionably tricky music with aplomb. For a few moments, everyone could imagine being King George II.

The Te Deum, written in celebration of a British victory, is far from Handel's finest work. Though splendid and rousing at times, the music generally is not memorable.

Still, with Koopman on the podium, discovering pockets of great luster, there was much to enjoy. The Chamber Chorus as a whole sang robustly, with impeccable diction, and the women made in portions featuring them alone a fervent, haunting sound.

Several soloists also illuminated the performance. Principal trumpet Michael Sachs provided a brilliant regal element, while guest vocalist Klaus Mertens, a bass-baritone, stood apart with an upper range both sweet and poignant. Joining him in the performance were countertenor Jay Carter and tenor Steven Soph.

Koopman rounded out the evening in splendid fashion with Handel's "Water Music," a suite composed for a different but similarly named ruler: King George I. Last heard here just three years ago, the work came to life again in a dashing performance only the orchestra's outgoing resident could have elicited.

Leading vigorously from the harpsichord, Koopman held the orchestra's feet to the fire, asking for and receiving throughout the swiftest of readings. On top of that, he insisted on sensuously tapered cadences and precipitous swings in dynamics, not once permitting a moment of stasis. Alluring solos likewise abounded from oboists Mary Lynch and principal Frank Rosenwein and horn players Jesse McCormick and principal Richard King.

Prior to Koopman's arrival, Baroque music wasn't a staple in the orchestra's diet. Now it is, at a high level, and audiences have likewise grown accustomed. For so many reasons, let's hope Koopman's presence here doesn't end with his tenure.

10900 Euclid Avenue  
Cleveland, Ohio 44106-7164  
Visitors and Deliveries  
11235 Bellflower Road  
Cleveland, Ohio 44106  
<http://msass.cwru.edu/>

Honorary Degree Committee  
c/o Provost W. A. "Bud" Baeslack III  
10900 Euclid Avenue  
Adlebert Hall, Room 216  
Cleveland, OH 44106

September 27, 2013

Dear members of the Honorary Degree Committee:

It is with great pride that I nominate **Mr. Donshon Wilson**, Director of the Shaw High School Marching Band for an honorary degree from Case Western Reserve University. Donshon exemplifies the core values and a reputation for excellence inherent to the legacy of CWRU. Donshon's passion and dedication to the youths within the marching band, the East Cleveland community, and the Greater Cleveland vicinity are worthy of the recognition.

Donshon's stellar achievements stem from a foundation of excellence established through his collegial academic experiences. Similarly, the MSASS community encourages students attending the Jack, Joseph and Morton Mandel School of Applied Social Science to strive for similar levels of academic and professional success. Each MSASS student must demonstrate competencies in eight professional areas to successfully matriculate through the program. These areas are commonly known as the "eight abilities" in the MSASS community. Graduating students must model the characteristics of: **1) a reflective professional, 2) an advocate for social, economic and environmental justice, 3) applying methods, 4) upholding values and ethics, 5) the integration of cultural, economic and global diversity, 6) thinking critically, 7) communicating effectively, and 8) development as a leader.** Donshon's professional career, academic accomplishments, and his high levels of civic engagement embrace the essence and the spirit of the "eight abilities".

Donshon's **professional reflections** of his career works to ensure quality educations for all students brought him back to his roots in East Cleveland after graduating from college. As a former marching band member, Donshon credits his own experiences in the marching band as foundational experiences that helped him to **develop him into a leader.** To pass on the traditions of the marching band, Donshon instills core marching band principles into each student. Principles such as team work, confidence and meeting and exceeding academic obligations are all highly valued. Donshon **effectively communicates** these high standards of excellence through mutual respect and unconditional support extended to each member. The band members are affectionately referred to as Mr. Wilson's kids.

A phrase Donshon regularly shares with the band members is “your environment does not determine your destiny”. This message is repeated to the band students continuously because many of the youths face harsh realities beyond the marching band practice room. The East Cleveland community is riddled with gun violence, substance abuse, and impoverished conditions. The daily rigor of experiencing such barriers could break the spirit of any teenager, but not Mr. Wilson’s kids. Donshon encourages each member to strive for academic success and to create opportunities for their future. He stresses the importance and value of academic pursuits. Also, he encourages and models **critical thinking** skills to avoid the pitfalls of a disenfranchised community. He is an **advocate for social, economic and environment justice** for the East Cleveland community.

For many of the band members, they have never played instruments prior to joining the marching band. Donshon spends countless hours mentoring and teaching the children the fundamental skills and **methods** to playing various instruments in the marching band. He does not limit this instruction to simply playing the instruments. He also helps the teenagers to understand the care and fine tuning needed to maintain the instruments.

I am continuously in awe of Donshon’s ability to mentor and develop the students from a point of teaching them to play the instruments to a level generating international attention. In 2008, the Shaw High School Marching Band was invited to perform at the China Olympics in Beijing. This prestigious honor was only given to four bands from the United States. Donshon took great strides to prepare the young band members for this experience. Not only did the member need continuous music practice to showcase their talents, but Donshon went to great lengths to prepare the youths socially and culturally for the trip. This was huge endeavor because many of the band members reported they had never travelled outside of Ohio, yet alone the country. Donshon planned many interactive activities to **integrate cultural, economic and global diversity** for the youths to expose them to authentic foods, cultural norms, language practices of China prior to the trip. Additionally, Donshon assisted in raising \$230,000 for the band to make this historical journey.

Although the children love the opportunities to travel and perform in different locations, the opportunity to participate must be earned. Donshon only allows students who are in good academic standing to travel to events. This firm line in the sand demonstrates to the students Donshon’s commitment to **uphold the values and ethics** of being a productive student. The students meet and exceed Donshon’s expectations for academic excellence. Ninety percent of the students in the band have a 3.0 grade point average or higher. Equally impressive, 100% of the members go on to graduate from high school. Further, ninety-nine percent of the band members attend college after graduation.

Without reservation, I nominate **Mr. Donshon Wilson** for an honorary degree from CWRU. I believe his proven leadership, commitment to public service, advocacy for academic success, and his monumental impact on the youth and the East Cleveland community are

representative of the integrity synonymous with CWRU. If selected, Donshon would be nothing less than an asset to the Case Western Reserve University legacy.

Respectfully submitted,

*LaShon N. Sawyer*

LaShon N. Sawyer, MSSA, LISW-S  
Associate Director of Virtual Field Education  
216.368.1932  
[LASHON.SAWYER@CASE.EDU](mailto:LASHON.SAWYER@CASE.EDU)

Attachments:

Donshon Wilson's biography

Letters of support

Print media articles

Web links to Media coverage and a Produced Video



JACK, JOSEPH AND MORTON MANDEL  
SCHOOL OF APPLIED SOCIAL SCIENCES

CASE WESTERN RESERVE  
UNIVERSITY



Donshon Wilson

Biographical Information

Mr. Wilson is the Administrator of Communications for the East Cleveland City Schools and the Marching Band Director for Shaw High School. He is a proud alumnus of Central State University and an advocate for quality education in urban schools. Mr. Wilson has many years of experience working diligently with students in the East Cleveland, Ohio community. His work includes countless hours of mentoring, tutoring and motivating students to excel academically. Mr. Wilson's passion, however, is his work with the Shaw High School Marching Band. As a child, Mr. Wilson, witnessed the Mighty Cardinal Band marching the streets of East Cleveland. Approximately ten years after Mr. Wilson graduated from Shaw High School, he returned to offer assistance with the marching band. Subsequently, he became the marching band director and has marched proudly ever since. Under his direction, the Shaw High School Marching band (consisting of many members who never played an instrument prior to joining the band) has traveled throughout the United States and won numerous competitions and awards for their outstanding performances. One of Mr. Wilson's biggest honors, however, was to lead the Shaw High School Marching Band to participate in the 2008 Musical Tribute to the Beijing, China Olympics. Mr. Wilson is a dedicated educator who encourages students to achieve despite the odds that they may encounter. He consistently provides motivational speeches to students and challenges the children to believe in themselves. Mr. Wilson was a proud recipient of the 2012 Dr. Martin Luther King Jr. Community Service Award Presented by the Cleveland Orchestra and the Greater Cleveland Partnership. Mr. Wilson is a proud Alumnus of both Central State University where he received his Bachelor of Science Degree in Psychology and The American Intercontinental University where he received his Masters Degree in Educational Leadership.



**EDWARD FITZGERALD**  
Cuyahoga County Executive

September 24, 2013

Dear Honorary Degree Selection Committee:

It is my great pleasure to submit a letter of support for the nomination of Donshon Wilson to receive an honorary degree from Case Western Reserve University. Mr. Wilson is a man of great character and conviction to the uplift of our community and is very deserving of this symbol of excellence.

As an alumni of Case, I understand the high standards that are set for individuals that matriculate through the school or are affiliated in any way. As the leader of the Shaw High School Band program, Donshon sets those same high standards for the young people that participate in their program. Over 90 percent of the students in marching band maintain merit or honor roll, graduate, and go on to college or the military. They understand that they must have balance in their lives and that each decision they make will have an impact for years to come.

Like Donshon, I grew up in East Cleveland with big dreams. I understand the challenges he faced completing high school and going on to college. Mr. Wilson not only obtained a Bachelor's degree, but also a Master's degree in Education. He understood that getting these tools would open doors for him, and also allow him to be a role model for others of what can happen with hard work and dedication.

Donshon Wilson is a bold statement to the students that he teaches at Shaw High School: you can do anything you set your mind to, and there is no goal that is out of your reach. He connects with the young people because he believes in them and they know it. He is living proof that there is an alternative to drugs and gangs, and that with the right guidance all of our children can be successful.

Donshon has directed the Shaw Band in numerous events around the Greater Cleveland area, the country, and the world. In 2008, the band had the amazing opportunity to travel to China and perform in the Olympics. Mr. Wilson spearheaded an effort to raise money for the trip by partnering with a number of organizations and community leaders. It took many months to pull this colossal effort together, but the hard work paid off and the band was able to make history with their performance.

Donshon Wilson exemplifies the ideals of Case Western University. He is an accomplished musician, a true champion of education, a dedicated public servant, and respected by the community. He is truly deserving of receiving an honorary degree and should be seriously considered by the selection committee.

Sincerely,

Sharon Cole  
Deputy Chief of Staff, Operations  
Cuyahoga County Executive Edward FitzGerald

September 24, 2013

To Whom It May Concern:

I am honored to write in support of Donshon Wilson, Director of the Shaw High School Marching Band, for an honorary degree at Case Western Reserve University. Mr. Wilson is an exemplary musician and educator committed to the Cleveland community, and to a tradition of musical and academic excellence. He is a musical ambassador for the city, and an inspiration for countless young people who have been fortunate enough to work with him.

While the marching band tradition is a popular one across the United States, it is especially vital in East Cleveland, a community that has suffered mightily in the recent recession. Mr. Wilson fosters community, cooperation and musicianship (elements key to any marching band) among his students through firm leadership, patience and creativity. Mr. Wilson's commitment to the Shaw High School Marching Band, which consistently exceeds academic standards and improves musicality, has yielded a successful and highly rated ensemble with enviable renown.

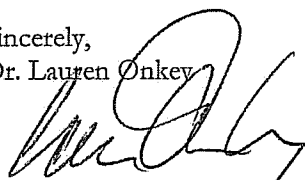
In a recent report, News5 reported that sixteen students from the Shaw High School band signed letters of intent to go to college. This is not uncommon for Mr. Wilson's students. In fact, it has become a special event for graduating seniors. He has clearly established a culture of excellence among his students – with high expectations both musically and academically.

The Shaw High School band has received national and international recognition; they have been chosen as one of only four American marching bands to perform in conjunction with the Beijing 2008 Olympics. They are also repeat performers in the Zulu Mardi Gras parade in New Orleans, which is another coveted spot, reserved for only the finest marching bands. These national and international performances represent the entire Cleveland community – and they represent us well.

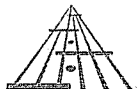
I have witnessed Mr. Wilson's dedication to his students in the Rock and Roll Hall of Fame's education programs. He brought his students to one of our classes that explores the birth of hip-hop music in the 1970s. The students' marked creativity, focus and clear musicianship emerged through their active participation and obvious appreciation. The hour-long class spun into 75 minutes due to lively discussion and hearty participation. Mr. Wilson also brought students along to an event we hosted around the documentary film *Thunder Soul*, about the Kashmere Stage Band, a low income high school concert band in Houston, Texas that recorded now-coveted LPs in the 1970s under the direction of a dedicated music educator fondly referred to as "Prof." Several veterans of the band were on site to talk about their experiences and the importance of music education. Mr. Wilson brought twenty of his marching band students. Their attentiveness and thoughtfulness manifested through eloquent questions and unbridled enthusiasm. Many of his students compared Mr. Wilson's dedication and commitment to Prof's, which brought tears from the Texan musicians.

The Greater Cleveland area is fortunate to have retained someone as talented, dedicated and creative as Mr. Wilson who has had the opportunity to significantly improve the lives of budding musicians and scholars who are also the future of Cleveland. It is my hope that he be honored by an honorary degree from his colleagues at Case Western Reserve University.

Sincerely,  
Dr. Lauren Onkey



Rock and Roll Hall of Fame  
Vice President of Education and Public Programs



ROCK AND ROLL  
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# Mt. Zion Congregational Church

## United Church of Christ

Rev. Paul Hobson Sadler, Sr., Pastor

10723 Magnolia Drive

Cleveland, Ohio 44106

September 27, 2013

To Whom it May Concern:

With great enthusiasm, I write this letter of support for the recommendation of Donshon Wilson for an honorary degree for his outstanding contributions to the community and the individual lives he has impacted throughout his tenure as leader of the Shaw High School Band.

As part of the ministerial and administrative staff of Mt. Zion Congregational Church United Church of Christ, I have witnessed that impact. Mt. Zion has a longstanding commitment to community outreach and engagement. While not located in East Cleveland, we are firmly located at the juxtaposition of the two neighboring communities: University Circle and Glenville. Our community partnerships extend from UCI Institutions, such as Severance Hall, the Louis Stokes VA Medical Center and Case Western Reserve University to Wade Park Elementary School, the Cleveland FoodBank, and Shaw High School. For several years, members of the Shaw High School Choir have participated in our concerts and we have even had scholarship recipients who were students at Shaw. Notably, we supported the Shaw Band's trip to China financially several years ago with great pleasure and pride.

That same pride is evident through the East Cleveland community and all of Greater Cleveland when the Shaw High School Band, under the leadership of Donshon Wilson, is mentioned. Having several members of our church who are residents or employed in East Cleveland provides us with a concerned view into the current reality and the future of this community. Driving through the streets constantly confronts one with dilapidated and abandoned homes and buildings. The majority of media stories present negative news.

However, the Shaw High School Band, led with vision and humility by Donshon Wilson, stands as a beacon of hope and possibility within an area of considerable blight. Donshon Wilson has set a standard of excellent that extends beyond performance on the field to every aspect of the students' lives. Achievement in the Band has fostered achievement scholastically and behaviorally. Rather than turning to gangs or drifting off with nothing constructive to occupy their time, band members have a place of belonging where discipline, teamwork, and commitment to excellence are instilled. Donshon Wilson has exposed them to opportunities that they otherwise would never have experienced, and in so doing, has opened their eyes to possibilities, aspirations and goals for outstanding futures as contributing members of society. The graduation and matriculation rates attest to the power of this type of exposure. For his impact upon the students alone, Donshon Wilson deserves commending. The fact that the

Mt. Zion Congregational Church

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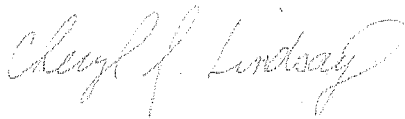
10723 Magnolia Drive

Cleveland, Ohio 44106

Band also serves as a source of immeasurable pride for the entire East Cleveland community adds to his influence and reach as a leading citizen of Northeast Ohio.

For these reasons, I support the nomination of Donshon Wilson without reservation. If you have any questions, I may be reached at (216) 791-5760 or [calindsay@sbcglobal.net](mailto:calindsay@sbcglobal.net)

Sincerely,

A handwritten signature in cursive script that reads "Cheryl F. Lindsay".

Min. Cheryl Lindsay, M. Div.

# THE BEAT OF HIS OWN DRUM

DONSHON WILSON

*Director*

*Shaw High School Marching Band*

*By Rhonda Crowder*

When Donshon Wilson was a kid growing up on Orinoco Avenue in East Cleveland, he would watch the Shaw High School Marching Band practice from his front porch. During those times, it was the thing to do. Wilson and some friends even went as far to collect old chitterling buckets and beat on them—pretending that they too were drummers.

“I’m going to be in that band one day,” says Wilson, recalling the words from his youth before going on to explain that, from there, he developed an interest in music.

With that, he took lessons at Chambers Elementary and the Academy of Music. He diligently worked toward witnessing his childhood vision become a reality when he secured a position in the Shaw High School Mighty Cardinals Marching Band.

After graduating from Shaw in 1988, Wilson attended Central State University and became part of the Invincible Marching Marauders band. It wasn’t until he returned home one Memorial Day weekend and saw Shaw’s band only had a few drummers and pom-pom girls that he realized he had more work to do at his alma mater. “Instead of just talking about it, I decided to do something,” he says.

That something went from offering drumming demonstrations to becoming the percussion instructor, assistant director and ultimately director in 2000.

“I saw there were places to take the kids and how I could help get the program together,” explains Wilson, who intended on working as a substitute teacher or in drug and alcohol rehabilitation. “So, I started pulling kids off the streets and asking them if they were interested in band.”

Through music, he has been able to provide countless at-risk students the guidance they need to assist them with learning. “I’m able to use it as a tool to engage students back to academics, morals and values,” shares Wilson.

At every opportunity, he points out statistics. Ninety percent of students in marching band maintain merit or honor roll, 100 percent graduate from high school and 99 percent go on to college or the military. Under his leadership, five band members have been named class valedictorian, and one student was awarded a 2008 Gates Millennium Scholarship. However, receiving an invitation for the band to participate in the opening ceremonies for the 2008 Olympics in Beijing, China, could be considered the culmination of his career.

Wilson obtained a bachelor’s degree in psychology and a master’s degree in education, despite his mother’s advice to major in music, especially since he was recognized as the best drummer at the Tri-C Jazz Fest as a teen. “I thought that was all I could do with band. I thought I did all that was needed to be done,” he says.

At the same time, he realizes there is more work to be completed as his goals include increasing the band to more than 100 students. He also plans to branch out and assist some of the music programs in Cleveland since he would like to see them participating in parades as well. “Once I do that, that would be the ultimate accomplishment,” shares Wilson.

Wilson is married to Nicole, and they have three children.

INTERESTING PERSONALITIES

# 16 Shaw High School members of marching band sign letters of intent to attend college

## East Cleveland school band members college-bound

Posted: 05/31/2011



By: Leon Bibb, newsnet5.com



Advertisement

EAST CLEVELAND, Ohio - Although 16 graduating members of the Shaw High School marching band in East Cleveland did not have their musical instruments in their hands, there was music in where they all sat facing their parents and other supporters.

The students all signed "letters of intent" to attend colleges or universities. The East Cleveland School System makes a special program of the letter signings for its members of the high school marching band.

"Thirty percent of what we do is music," said Donshon Wilson, the band director. "However, the other 70 percent is academics."

The students sat shoulder-to-shoulder at long tables as their parents and other supporters beamed smiles across a room, where marching band trophies glittered under the daylight streaming through the windows. Some parents cried with happiness for the graduating seniors.

"Mr. Wilson made him realize that you start being serious," said Sheila Scruggs, describing how music helped her son find a stronger place in life. "Mr. Wilson taught him to be a leader, not a follower."

The Shaw High School marching band has had a storied last few years. In 2008, the band was invited to perform in China. For many of the students, who had never left Ohio before, to perform in China was historic in every way. A television producer, Tom Jacobs, accompanied the students on their trip and documented their time there. The program aired on PBS television stations.

"When I joined the marching band, I found out about the HBCU's (historically black colleges and universities)," Roy Tripp said. He listed several other colleges or universities with a smile. "All this came from me being a part of the marching band," he said.

The institutions the students agreed to attend were Central State, Alabama State, Kent State, Bowling Green and Youngstown State Universities. Also on the list were Florida A&M, Wilberforce, Howard University, Cuyahoga Community College, University of Arkansas at Pine Bluff, and the University of Toledo.

As the students signed their letters of intent to attend several colleges or universities, parents snapped photographs, documenting the day. All credited Wilson with inspiring the students beyond music.

#

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## Donshon Wilson leads the Shaw High band far from home: My Cleveland

By **Grant Segall**

on December 03, 2011 at 11:55 AM, updated December 03, 2011 at 3:52 PM

Donshon Wilson has led the Shaw High School marching band to Michigan, Alabama, China and more than a hundred trophies, including a national first place for the dance line. Wilson, 41, is also the East Cleveland schools' publicist and a Richmond Heights father of three.



[View full size](#)

### What's it like for teens from a hard-pressed town to hit the road?

It gives them an opportunity to explore. Most of my students don't take family vacations, don't go out of town. I tour them around cities so they can see bigger homes, better homes, and colleges and universities. It definitely motivates them.

### Do they see things they'd never heard of?

We were in Orlando. I took all the kids to Ponderosa. A drummer said, "Well, I guess I'm going to have chicken breast, because I never heard of sir lion." It was the joke of the trip.

### How's China compare with East Cleveland?

China taught me how much we take for granted, small things. At our hotel, about 6 o'clock in the morning, we'd find a person on their knees with a toothbrush making sure everything was clean.

### How can the band afford trips?

The booster club picks up the tab for anything outside Ohio.

### How's Cleveland compare to Columbus, where you lived awhile?

Cleveland is livelier. I don't think Cleveland is too fast, but there's just enough going on.

### What else do you like here?

There's a lot of variety of houses. You don't usually have a whole street where the buildings are the same.



The people are full of life. They're full of energy. They're behind their teams, win or lose.

People in Cleveland have great hearts. People care about each other. Four or five times a year, we get people that call from different communities and want to donate an instrument because they see the kids doing something positive.

### **After drumming at Shaw, how'd you get involved again?**

I came back to help my mom. She was moving to Atlanta. I was going to go on with her, but I started subbing in East Cleveland, and I saw the band and wanted to help out, and one thing led to another.

I took the job in 2004. The band pretty much just had drummers and Highlighter girls. I had to teach most of them the instruments from scratch. Now we're the only all-brass high school band in Ohio.

### **How do you turn beginners into winners?**

We motivate them and build up their self-esteem. We don't even touch instruments for three weeks. We do role-playing, making better choices. We tell them, "Never let your environment dictate your destiny."

### **You also condition them like crazy, right?**

Marching band is pretty much another sport. We do a tremendous amount of exercising over the summer. We have calisthenics training. We condition in Forest Hill Park. We run up Grandpappy Hill there.

### **What about academics?**

We have study tables before practice. The students with good grades are able to go on the trips.

Last year, 94 percent of the students were on honor roll or merit roll. We have a 100 percent graduation rate. We had 99 percent go off to colleges and universities, not only on band scholarships but academic scholarships.

### **Where have you played around town?**

We performed for President Obama at the Wolstein Center. Rapper Common came on our bus there. We play at the malls. We performed at Severance Hall. The smallest detail of sound was picked up. On the stage, if it's quiet, you can almost hear people breathing.

### **Do people recognize you?**

Anywhere I go. "Aren't you the band guy? My sister played for you . . ."

**Local hero?**

Jim Brown. For his tenacity. Whatever his beliefs were, he's always stood his ground. And my best friend, William Dawson. Growing up, he'd be reading Fortune 500 or the stock tables. I was the treasurer on his campaign for East Cleveland judge. [Dawson beat the incumbent this fall. ]

**How's Cleveland's weather for marching?**

Our kids love performing in different types of weather. It excites them, like they're accomplishing something.

**How's the local music?**

I love all types of music. Nighthtown has a nice variety. Shaker Square has music groups in the summer. I like Hubb's Groove, Robert Hubbard. They're pretty versatile: jazz, rock, R&B.

**What radio station do you catch?**

93.1. I like Kym Sellers and the Quiet Storm.

**Where's a good place for a bite?**

B&M's. They're on Noble. I get the chicken wings and fries.

I've been to Chester in East Cleveland a few times. I get their fried green tomatoes. The crawfish is nice.

**What don't people know about the East Cleveland schools?**

We have a career and tech center. We offer cosmetology, fire technology, auto mechanics, health occupations, early childhood education, culinary arts. We have a restaurant inside the high school. We have graduates like Wayne Dawson and comedian John Henton. We were a cool school on Fox. The Class of 2013 scored the highest on the OGTs [Ohio Graduation Tests] ever. We're out of fiscal emergency. Things are turning around.

**What don't people know about the town?**

I don't think people really understand that Forest Hill was Rockefeller's property. A lot of the landmark homes have been restored.

We have new businesses here, like The Patty Express and Wilson's Hot Tamales -- no relation. I'm very happy that they're tearing down a lot of abandoned homes and making space for developers.

**Where do you go for fresh air?**

I usually run Euclid Creek. You get to walk and clear your mind. I have three Rite Aid marathons under my belt.

I fish off 55th or 72nd or Neff Road. Sometimes if I have a spare moment and a packed lunch, I'll drive down to the lake for 10, 15 minutes and look at the water and get my mind together.

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# Media Coverage and Produced Video of Donshon Wilson and the Shaw High School Marching Band

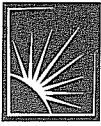
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CONFIDENTIAL

To: Sandra Russ  
Chair, Faculty Senate  
Executive Committee

From: W.A. "Bud" Baeslack III  
Provost and Executive Vice President  
Chair, Honorary Degree Committee

Date: November 20, 2013

The honorary degree committee met on October 28 and November 12 to review recommendations for honorary degrees. After careful consideration, the committee voted to recommend that Stanley M. Bergman, Ton Koopman, and Donshon Wilson be awarded honorary degrees. Mr. Bergman is the CEO of Henry Schein, Inc., the world's largest provider of healthcare products and services that has twice been recognized by Ethisphere as one of the world's most ethical companies. Mr. Koopman, an influential conductor and keyboard player and pioneer of the early music movement, has collaborated with the university's music department and other University Circle institutions. Mr. Wilson is the director of the nationally and even internationally recognized East Cleveland high school band who has inspired academic achievement in band members. Nominating letters and biographical information on these accomplished individuals are attached.

I hereby submit these recommendations for review by the Faculty Senate executive committee. If your committee approves them on behalf of the University Faculty, they will be conveyed to the president for her consideration for subsequent recommendation to the Board of Trustees.

C: Rebecca Weiss, Secretary, Faculty Senate  
Honorary Degree Committee

Gerald Matisoff  
John Lewandowski  
Suchitra Nelson  
Michael Scharf  
David Clingingsmith  
Nathan Berger

Diana Morris  
Sharon Milligan  
Patrick Kennedy  
Robin Dubin – ex-officio  
Lynn Singer – ex officio



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**To:** Sandra Russ, Chair, Faculty Senate

**From:** Jeffrey Duerk, Dean and Leonard Case, Jr. Professor, Case School of Engineering

**Subject:** Support of Motion to Rename the 'Chemical Engineering Department' as 'Chemical and Biomolecular Engineering'

**Date:** December 2, 2013

The Department of Chemical Engineering is seeking to rename itself 'the Department of Chemical and Biomolecular Engineering'. I support the motion for renaming the department, which was unanimously approved by the faculty of the Case School of Engineering its Fall faculty meeting on Nov. 14, 2013. This motion is now submitted for action by the Faculty Senate in anticipation of approval by the University Board of Trustees at the earliest possible date.

**Motion:** To approve the request to rename the "Department of Chemical Engineering" as the "Department of Chemical and Biomolecular Engineering".

A handwritten signature in purple ink, appearing to read "Jeffrey Duerk", is written over the "From:" line of the memo.

**Requesting Faculty Senate Approval for  
Renaming the “Chemical Engineering” Department as “Chemical and Biomolecular Engineering”**

The Department of Chemical Engineering is seeking Senate approval for renaming itself the “Department of Chemical and Biomolecular Engineering”. There are several reasons for the name change. First, this name better reflects the increasingly important role of bio-related topics in the expanding field of chemical engineering. The new name more accurately represents the department’s strategic plan, which includes an increased emphasis on biomolecular-related research and teaching. A number of chemical engineering faculty members are currently involved in biomolecular-related research and the department offers an undergraduate program concentration in this area, which broadens employment prospects for our students. Second, the proposed name would enhance our ability to attract broader range of highly motivated undergraduate and graduate students, and also enhance our ability to hire outstanding faculty in this area. The newly formed “biomolecular engineering research cluster” within the Case School of Engineering would also benefit from association with a department with a stated focus in the area. Further, the new name places us among a dynamic and forward-thinking group of chemical engineering departments that have recently renamed themselves and now include a bio-related term in their name.

Including a clearly-stated biomolecular emphasis in the name of the Chemical Engineering Department at CWRU would facilitate enhanced collaborations in research and educational programs with world-renowned bio-related programs at the CWRU Medical School, University Hospitals, and the Cleveland Clinic. In addition, we have an outstanding Biomedical Engineering department at the Case School of Engineering, performing cutting-edge research in biomedical device and health-related topics, which we can complement by adding the chemical perspective. The department intends to focus on areas of expanding demand such as bio-based chemicals and biofuels, pharmaceuticals discovery and manufacturing, and metabolic engineering. Enhancing these areas will complement and strengthen related research and teaching programs in CSE and CWRU as a whole. The proposed name change will affect only the department name and not the degree name.

The faculty of the Chemical Engineering Department voted unanimously on September 11, 2013 in favor of the resolution:

*Whereas biology-related topics are becoming increasingly important within the chemical engineering discipline, with increased emphasis and opportunities for research and educational programs, and employment prospects for our students, and*

*Whereas the faculty of the Chemical Engineering Department has determined that bio-related research and teaching should be designated as a major focus area for the chemical engineering department, and*

*Whereas the name “Chemical and Biomolecular Engineering” is likely to drive an increase in the number and quality of undergraduate students, graduate students, and help us attract and retain faculty in this area, and*

*Whereas there are major prospects for collaborative research and teaching in the topic of biomolecular engineering at CWRU, including the Biomedical Engineering Department at CSE, The Biochemistry and Biology departments, the CWRU Medical School, University Hospitals and Cleveland Clinic Foundation,*

*We resolve to rename the “Department of Chemical Engineering” at CWRU as the “Department of Chemical and Biomolecular Engineering”.*

This resolution was also brought to a faculty-wide vote at the Fall 2013 meeting of the Case School of Engineering on Nov. 14, 2013, and passed unanimously. Prof. Jeffrey Duerk, Dean of Case School of Engineering, supports the renaming of the department.

We seek Faculty Senate approval for renaming the department by action on the motion:

**Motion: To approve the request to rename the “Department of Chemical Engineering” as the “Department of Chemical and Biomolecular Engineering”.**

From: Sandra Russ  
Sent: Monday, December 23, 2013 1:19 PM  
To: Rebecca Weiss  
Subject: Fwd: Requesting Faculty Senate approval for renaming the Chemical Engineering Department  
Attachments: Request for Senate Approval for Renaming Chemical Engineering 2013\_12\_01 v4.pdf

----- Forwarded message -----

From: Uziel Landau <Uziel.Landau@case.edu>  
Date: Sun, Dec 1, 2013 at 6:51 PM  
Subject: Requesting Faculty Senate approval for renaming the Chemical Engineering Department  
To: Sandra.Russ@case.edu  
Cc: Rebecca.Weiss@case.edu, Jeffrey Duerk <duerk@case.edu>, "Robert F. Savinell" <rfs2@cwru.edu>

Prof. Sandra Russ,  
Chair, Faculty Senate

Dear Prof. Russ,

The faculty of Chemical engineering Department, Case school of Engineering, voted unanimously on 9/11/2013 in favor of a resolution to rename the department as the "Department of Chemical and Biomolecular Engineering". The resolution was approved unanimously by a faculty-wide vote of the Case School of Engineering on 11/14/13 and approved by Dean Jeffrey Duerk. I am writing to request that the executive committee of the Faculty Senate brings the resolution for a senate vote in anticipation of approval by the Board of Trustees at the earliest possible date.

The rationale for renaming the department and the requested motion are in the attached document.

If you have any questions or comments please let me know.

Best regards,  
Uziel Landau

Professor and Chair  
Chemical Engineering Department  
Case Western Reserve University  
A.W. Smith Building, Room 116  
10900 Euclid Avenue  
Cleveland, OH 44106-7217  
USA  
email: uxl@case.edu  
Phone: (216) 368-4132  
Fax: (216) 368-3016



1978 – 79  
1979 – 80  
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1982 – 83  
1985 – 86  
amended 5/92  
approved by faculty senate 5/92  
amended 1/95  
approved by faculty senate 4/95  
corrections to the 11/02 amendments 12/12/02  
approved by faculty senate 1/03  
amended 4/04  
approved by faculty senate 5/04  
amended 2/07  
amended 5/09  
amended 1/10  
amended 4/10  
approved by faculty senate 1/11  
approved by faculty senate 10/11  
approved by faculty senate 4/12  
approved by faculty senate 10.25.12

CASE WESTERN RESERVE UNIVERSITY  
FRANCES PAYNE BOLTON SCHOOL OF NURSING

BYLAWS OF THE FACULTY

ARTICLE I

PURPOSE OF THE BYLAWS

These bylaws of the Frances Payne Bolton School of Nursing of Case Western Reserve University (1) define the duties of the Faculty of Nursing, committees and officers, (2) provide for establishment of committees and (3) provide for election of representatives of the Faculty of Nursing to the Faculty Senate, and to university assemblies as requested.

ARTICLE II

RESPONSIBILITIES OF THE FACULTY OF NURSING

Section 1: This faculty shall have responsibility to:

- a. Adopt rules to govern its procedures, provide for its committees and make recommendations to the dean for such organization of the teaching staff as it may determine.
- b. Organize and execute the educational program of the School of Nursing including admission and progression policies, curriculum content, degree requirements, instruction, and establishment and dissolution of academic programs, other than degree programs which require additional review and approval procedures as noted in the Faculty Handbook
- c. Make recommendations to the dean of initial appointments to the ranks of instructor, assistant professor, associate professor and professor.
- d. Establish policies relating to appointment, re-appointment, promotion and tenure for voting faculty and policies for appointment and promotion for special faculty members.
- e. Make recommendations to the dean for tenure and promotion of faculty.
- f. Elect members to the Faculty Senate and to university assemblies as requested.

### ARTICLE III

#### MEMBERSHIP

##### Section 1      Exception to Rule In Faculty Handbook

Because of the practice nature of the discipline, the Provost has granted the School of Nursing an exception to the Faculty Handbook provision requiring that a majority of the voting faculty shall be tenured or tenure track. The goal of the School of Nursing is to reach such a majority.

##### Section 2      Voting members

The president and the chief academic officer of the university next in rank to the president and all persons holding full-time tenured/tenure track and full-time non-tenure track appointments to Faculty of Nursing at the rank of professor, associate professor, assistant professor, and instructor shall be voting members of the faculty.

##### Section 3      Special Faculty (Non-voting members)

Special faculty shall consist of faculty members who are appointed by the dean of the school and 1.) hold full-time academic appointments but have specific, limited responsibilities for the duration of a specific project or for a limited duration, or 2.) hold part-time academic appointments. Special faculty shall have voice but no vote except as noted in Article VII, Section I b. Subject to approval by the provost, the types and titles of special faculty are as follows:

a.      Lecturer

All persons designated as lecturer are those:

1. Who have responsibility for teaching one or more courses included in the school's curricula; and
2. Whose academic qualifications and competencies are other than those for established university ranks.

b.      Clinical Faculty

Includes all persons designated at the ranks of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor, and whose primary appointments are in service agencies whose resources provide settings, by agreement, for students and faculty to have opportunities to engage in education, research and service in accordance with policy and procedures of the School of Nursing.

c.      Preceptor

All persons designated as preceptor are those:

1. Whose academic qualifications and competencies are other than those for established university ranks
2. Whose primary appointments are in service agencies whose resources provide settings, by agreement, for students and faculty to have opportunities to engage in education, research and service in accordance with policy and procedures of the School of Nursing.

d.      Adjunct Appointments

Persons designated at university ranks of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor are those:

1. Whose special competencies can provide a desired complement for some designated service, activity or development of the School of Nursing; and
2. Whose academic qualifications meet criteria established for appointees at the same ranks and tracks as shown in Attachment A.

e. Research Faculty

Persons designated at university ranks of research assistant professor, research associate professor, or research professor are those whose primary responsibilities are related to the research mission of the school and university. Neither teaching nor service (other than that related to the research mission) is part of the responsibilities of the research faculty member.

1. Research experience and qualifications are comparable to those of tenured/tenure track faculty at corresponding ranks.
2. Appointment as a research faculty member is contingent upon the availability of research funds to totally cover costs of the research and compensation. The appointment will terminate either prior to or at the end of the current appointment period in the absence of sufficient funds to cover these costs.
3. In the case of new appointments and promotions, the Committee on Appointment, Reappointment, Promotion and Tenure will provide a full review, comparable for that done for appointments and promotions of regular faculty to the ranks of assistant professor, associate professor, and full professor.

ARTICLE IV

SELECTION OF TRACK

Tenure or non-tenure track must be identified at the time of appointment or promotion to assistant professor or higher. The pre-tenure period in the School of Nursing begins at the rank of assistant professor or higher in the tenure track and is nine (9) years in length.

Tenured and tenure track faculty member obligations to the university include 1) teaching, 2) research, and 3) service to the university community. Non-tenure track faculty member obligations include two of the three.

ARTICLE V

OFFICERS

Section 1 Chairperson – The president of the university shall preside at faculty meetings. In the president's absence, the chair of the Executive Committee shall chair the meeting; in the absence of the Executive Committee chair, the dean's designee shall preside.

Section 2 Secretary – The secretary shall be appointed annually by the Executive Committee. The functions of the secretary are:

- a. Monitoring the preparation of the minutes of the faculty meetings. Signing the official copy of the minutes.
- b. Being responsible for distribution of these minutes to the faculty.
- c. Serving on the Executive Committee.

ARTICLE VI

MEETINGS

Section 1. Regular Meetings – At least four (4) regular meetings shall be held between September 1 and May 31.

Section 2. Special Meetings – Special meetings may be called by the president, by the dean or upon request of three members of the voting faculty.

Section 3. Executive Committee Meetings – At least four (4) meetings shall be held between September 1 and May 31.

Section 4. Quorum – Twenty five percent of the voting members of the faculty shall constitute a quorum.

Section 5. Voting Body – See Article III, Sections 2 and 3 of these bylaws.

Section 6. Notice - The Chair, or, on the Chair's designation, the Secretary shall notify each member of the faculty at least one week before each regular and special meeting. Such notification shall be in writing and shall specify the time and place of the meeting.

## ARTICLE VII

### STANDING COMMITTEES

#### Section 1      Membership and Voting Privileges

- a. The president of the university and the dean of the School of Nursing shall serve as members ex-officio of all faculty committees. Ex-officio status here and in subsequent sections of the bylaws carries with it voting privileges.
- b. Persons holding appointments as special faculty may serve on committees and may vote in committees unless otherwise indicated in these bylaws.
- c. Students serving on standing committees of this faculty may vote in committees unless otherwise indicated by these bylaws.
- d. A faculty member may serve in no more than two (2) elected positions per year on standing committees of these bylaws.
- e. An elected member shall be eligible for no more than two (2) consecutive terms on the same committee. An appointment to fill a vacancy on a committee does not constitute a term.
- f. An administrative person serving as an ex-officio member of a standing committee shall convene the first meeting of the year, assist with administrative functions of the committee and provide continuity in the committee activities.
- g. A quorum of any standing committee shall be one half the voting members unless specifically stated in the by-laws.

Section 2      Election and Appointment – The members of all standing committees shall be elected by the voting faculty or appointed as specifically stated. Faculty nominate themselves for positions on the ballot prepared by the Executive Committee. Committee vacancies will be filled by Executive Committee appointment. Elections will be held spring semester with newly elected and appointed members assuming duties beginning fall semester.

Section 3      Term of Office – The members shall serve for a specified term on each appointed or elected committee as designated in Article VII, Sections 6-15 of these bylaws.

Section 4      Chairperson – When the chairperson of a standing committee is not designated, and an ex-officio member is not regularly a member of the committee, a faculty member selected by the Executive Committee shall convene the first meeting of the academic year. The chairperson of each standing committee shall be elected annually in the fall by committee members, unless otherwise specified.

Section 5      Reporting – Each standing committee shall submit a written report at least one time per semester and following each regularly scheduled meeting if they occur more often .

#### Section 6      Executive Committee of the Faculty

- a. Membership – The committee shall be composed of:
  1. Seven (7) faculty members: six (6) members shall be voting faculty; one (1) shall be special faculty.
  2. The dean of the School of Nursing – *ex-officio*.
  3. The Associate Dean for Academic Affairs or an administrative officer who has academic status, appointed by the dean – *ex-officio*.
  4. The associate dean for research – *ex-officio*.

5. The secretary of the faculty – *ex-officio*.
  6. School representative to Faculty Senate Executive Committee – *ex-officio*
- b. Term - Faculty shall be elected for a term of two (2) years. Four (4) faculty members shall be elected in even years and four (4) faculty members elected in odd years.
- c. Functions
1. Identify immediate and long-range issues needing faculty study and action.
  2. Provide all faculty the opportunity for discussion of proposals for faculty action.
  3. Prepare the agenda for each faculty meeting.
  4. Prepare and submit proposed changes in the bylaws to all faculty.
  5. Prepare a ballot and conduct an election for all elected positions within the school and university. Electronic ballots are permissible.
  6. Appoint *ad hoc* committees of the faculty. The Executive Committee shall provide each such *ad hoc* committee with a specific charge stated in writing and the *ad hoc* committee shall confine itself to the fulfillment of this charge unless otherwise authorized in writing by the Executive Committee. The maximum term of any such *ad hoc* committee shall be twelve months, subject to extension at the discretion of the Executive Committee.
  7. Act on behalf of the faculty between regular meetings of the faculty. Such action shall be reported by the chairperson of the Executive Committee at the next regular meeting of the faculty.
  8. Make appointments to fill vacancies on standing and *ad hoc* committees unless otherwise stated in these bylaws.
  9. Make recommendations to the dean on faculty-requested academic leaves of absence.
  10. Evaluate specific cases of student progression/retention as requested by program directors, ~~or~~ students, [or academic integrity board](#).

Section 7      Budget Committee

- a. Membership – The committee shall be composed of:
1. Six (6) voting faculty members three (3) of whom are elected and three (3) of whom are appointed. Appointments are made by the Executive Committee.
  2. The Dean of the School of Nursing – *ex-officio*
- b. Term – Voting faculty are elected or appointed for a three (3) year term with one (1) faculty elected and one (1) faculty appointed each year.
- c. Functions
1. Review proposed budgets for consistency with strategic plan priorities.
  2. Review fiscal reports biannually and as needed.
  3. Advise the Dean on fiscal matters.
  4. Advise the Dean on the number and type of faculty and staff positions.
  5. Recommend to the Dean allocation of resources to faculty.

Section 8      Committee on Curricula

- a. Membership – The committee shall be composed of:
1. Four (4) voting faculty members and one (1) special faculty member.

2. A minimum of one (1) student and no more than four (4) students from any of the following programs: BSN, MSN, GENP, or DNP. ~~Four (4) students: one (1) from the BSN program, one (1) from the MSN program, one (1) from the GENP program, and one (1) from the DNP program.~~

3. Program directors for the BSN, GENP, MSN and DNP programs – *ex-officio*.

4. The Associate Dean for Academic Affairs – *ex-officio*.

5. The Registrar for the School of Nursing will serve in an advisory (non-voting) capacity.

b. Term – Voting faculty shall be elected for a term of two (2) years. Two (2) voting faculty members shall be elected in even years and two (2) voting and one (1) special faculty member shall be elected in odd years. Students are selected by the appropriate student association and shall serve for one (1) year.

c. Functions

1. Evaluate the curricula and courses in the BSN, GENP, MSN, and DNP programs, and other approved academic programs..

2. Recommend to faculty changes to existing programs or courses, creation of new programs, specialties, majors or courses, and deletion of current programs, specialties, majors or courses.

3. Recommend policies to the faculty regarding the progression and graduation of students.

Section 9 Committee on Admission to the Graduate Entry Nursing Program (GENP).

a. Membership – The Committee shall be composed of:

1. Five (5) elected and up to three (3) appointed faculty members all of whom must be voting faculty.

2. Director of the GENP Program who shall serve as chair.

b. Term – Faculty shall be elected for a term of two (2) years; three (3) members shall be elected in even years and two (2) members elected in odd years. Up to three (3) faculty shall be appointed annually by the director of the GENP program.

c. Functions

1. Evaluate GENP program admission policies and criteria and recommend changes to the faculty.

2. Interview non-nurse, post-baccalaureate applicants to the GENP program.

3. Admit applicants to the GENP program.

Section 10 Committee on Admission to the Doctor of Nursing Practice Program (DNP)

a. Membership – The committee shall be composed of:

1. Three (3) elected and two (2) appointed faculty members all of whom must be voting faculty.

2. Director of the DNP program who shall serve as chair.

b. Term – Faculty shall be elected for a term of two (2) years; two (2) members shall be elected in even years and one (1) member elected in odd years. Two (2) faculty shall be appointed annually for one (1) year terms by the Director of Post-Master's DNP Program .

c. Functions

1. Evaluate DNP program admission criteria and policies and recommend changes to the faculty.

2. Interview applicants for admission to the DNP program.

3. Admit qualified applicants to the DNP program.

Section 11      Committee on Admission to the Master of Science in Nursing (MSN) Program

- a. Membership – The Committee shall be composed of:
  - 1. Four (4) members; all must be voting faculty.
  - 2. Director of the MSN Program, who shall serve as chair.
- b. Term – Faculty shall be elected for a term of two (2) years; two (2) members shall be elected in even years and two (2) members elected in odd years.
- c. Functions
  - 1. Evaluate admission policies and criteria, for the MSN Program and recommend changes to the faculty.
  - 2. Admit qualified applicants for admission to the MSN program.
  - 3. Interview applicants, if appropriate.

Section 12      Bachelor of Science in Nursing (BSN) Program Admission and Progression Committee

- a. Membership – The committee shall be composed of:
  - 1. Two (2) elected and two (2) appointed faculty members all of whom must be voting faculty. Faculty shall be appointed by the director of the BSN program.
  - 2. Director of the BSN Program, who shall serve as chair.
- b. Term – One (1) faculty shall be elected and one (1) shall be appointed in even years; one(1) faculty shall be elected and one (1) faculty shall be appointed in odd years; elected and appointed faculty shall serve two (2) year terms. Faculty shall be appointed by the director of the BSN program.
- c. Functions
  - 1. Evaluate Bachelor of Science in Nursing admission policies and criteria and recommend changes to the Office of Undergraduate Admission.
  - 2. Evaluate applications as requested by the Office of Undergraduate Admission.
  - 3. Advise the director of the BSN program on issues of admission and progression of individual undergraduate nursing students.

Section 13      Board of Appeals Grievance Board

The Grievance Board will hear matters related to School of Nursing-related grievances which may include, but are not necessarily limited to: (1) All aspects of the educational process, involving student performance, evaluation, grading, status, and/or progression; (2) Data pertaining to student records, grades, etc., which are not covered by the Federal Family Educational Rights and Privacy Act regulations and procedures; (3) Questions of professional conduct by or toward students; and (4) Actions perceived by students as unfair, discriminatory, or intimidating.

- a. Membership
  - 1. Equal number of students and faculty.
  - 2. Three (3) voting members of the faculty shall be elected. Student representatives shall be appointed as needed from each of the three (3) student groups (by the Undergraduate Student Nurses Association for BSN, and the Graduate Student Nurses Association for MSN, MN, DNP, and PhD Student group for PhD). Each student group will appoint at least one student member to serve on the Board, with one each from the BSN, MSN, and GENP program.
  - 3. One (1) of the elected faculty members will be designated as chairperson by the dean.

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4. If for any reason there are not at least two (2) faculty and two (2) student members of the ~~Board of Appeals-Grievance Board~~ available to hear the ~~appeal/grievance~~, the Executive Committee of the faculty shall designate faculty member(s) as replacements and the Executive Committees of the Student Associations designate student member(s) as replacements.

b. Term – Faculty shall be elected for a term of two (2) years. Two (2) shall be elected in odd-numbered years and one (1) in even-numbered years.

c. Functions

1. Schedule and conduct hearings according to policy and procedure after notification of an official ~~appeal- notice~~ of a grievance, ~~or after official notification of a potential violation of academic integrity for which the School of Nursing has jurisdiction.~~

2. Submit recommendations to the dean upon adequate deliberations following the hearing.

Section 14. Academic Integrity Board

The Academic Integrity Board will hear matters related to any activity that compromises the academic integrity of the University, or subverts the educational process; as described in the student handbook. To the extent that the matter relates to student standing or promotion, it shall be considered by the Executive Committee instead.

a. Membership

1. Three (3) voting members of the faculty shall be elected. Three (3) student representatives (one each from the MN, MSN, and DNP programs) shall be appointed as needed by the Graduate Student Nurses Association. All will serve as voting members.

2. One (1) of the elected faculty members will be designated as Chairperson by the Dean or designee.

3. A quorum is defined as four (4) voting members.

4. If for any reason there are not at least two (2) faculty and two (2) student members of the Academic Integrity Board available to serve, the Executive Committee of the faculty shall designate faculty member(s) as replacements and the Executive Committee of the Graduate Student Nurses Association designate student member(s) as replacements.

5. Associate Dean for Academic Affairs – ex officio (non-voting).

6. Administrator from Student Services – ex officio (non-voting).

b. Term

Faculty shall be elected for a term of two (2) years. Two (2) faculty shall be elected in odd numbered years and one (1) in even numbered years.

c. Functions

1. Undergo training regarding Academic Integrity policies and processes.

2. Schedule and conduct hearing according to policy and procedure after official notification of a potential violation of academic integrity for which the School of Nursing has jurisdiction.

3. Submit recommendations to the Associate Dean for Academic Affairs upon adequate deliberations following the hearing.

Section 14.15 Committee on Faculty Appointment, Reappointment, Promotion and Tenure

a. Membership

1. The Dean of the school who serves as chairperson.

2. All voting members of the faculty holding rank of professor with tenure.

3. Additional members may be appointed from among the tenured faculty at the discretion of the Dean so long as the number does not exceed the number of professors with tenure.

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b. Functions

1. Recommend to the faculty revisions or changes in the definitions of faculty appointments to the School of Nursing. (see attachment A)
2. Make recommendations for emeritus status.
3. Review university and school policies relevant to faculty appointments, reappointments, promotion and tenure and to make recommendations for needed change through appropriate channels to the faculty of nursing and to the Faculty Senate.
4. Review procedures relevant to faculty appointments, reappointments, promotion and tenure and make recommendations for needed change through appropriate channels to the faculty of nursing and to the Faculty Senate.
5. Recommend appointments, reappointments, promotions and tenure for the voting faculty.
6. Review the resources and time (taking into account rank and type of faculty appointment) needed for scholarly growth, academic achievement and professional development including the commitment of resources that accompanies an award of tenure, and recommend changes to the faculty of nursing and administration.

~~Section 15.16~~ Committee for Evaluation of Programs

a. Membership

The committee shall be composed of:

1. Four (4) voting faculty members and one (1) special faculty member.
2. ~~F. A minimum of one (1) student and no more than four (4) students from any of the following programs: BSN, MSN, GENP, DNP or PhD. The student(s) will be selected by the appropriate student association. i.e (5) students: one (1) from each of the four programs, BSN, MSN, GENP, DNP and PhD selected by the appropriate student association.~~
3. The program directors for the BSN, MSN, GENP, DNP and PhD Programs – *ex officio*.
4. The Associate Dean for Academic Affairs – *ex officio*.
5. The Director of Institutional Research for the School of Nursing – *ex officio*.

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b. Term

Faculty shall be elected for a term of two (2) years; two (2) members to be elected in even years, and two (2) members elected in odd years. Student members shall be selected by the respective student associations annually.

c. Functions

1. Develop forms and procedures to evaluate educational process, course and program outcome criteria. Individual faculty members and program directors will be responsible for evaluating courses and teaching effectiveness.
2. Implement, monitor and revise an ongoing system for evaluation.
3. Report its findings and recommendations to the faculty for action.

~~Section 16.17~~ PhD Council of the School of Nursing

a. Membership

1. Nine elected members with voting privileges; all voting faculty members with research doctorates (e.g., PhD, DNSc, EdD); one (1) will serve as chair of the admissions committee; the composition of membership will include.

a. Two (2) to four (4) members from each rank: Assistant Professor, Associate Professor, and Full Professor.

b. The majority of Council members should be tenured or on the tenure track.

2. Four (4) ex officio members (Dean, , Director of PhD program, Associate Dean for Academic Affairs , and Associate Dean for Research; these members will have voting privileges.

3. The Director of Institutional Research in the School of Nursing (non-voting).

4. One PhD student representative (non-voting)

b. Elections

1. Faculty members will nominate themselves or be nominated by colleagues. Members will be elected from the pool of nursing faculty members who hold research doctorates (i.e., PhD, DNSc, EdD) and have an active program of research (i.e., have conducted and published research within the past three (3) years) and are eligible to teach in the PhD program and/or advise/mentor PhD students.

2. Eligibility for placement on the ballot and the determination of the composition of the committee will be made by a two (2) to three (3) member subcommittee of the PhD Council.

c. Terms of office

1. Three Council members will be elected in the Spring semester each year to serve a three (3) year term so that the terms are staggered; members may serve for not more than two (2) consecutive terms.

2. If a Council member is unable to fulfill his or her term for any reason, the remaining members of the PhD Council will appoint another eligible faculty member to fulfill the term.

d. Functions

1. Establish and maintain criteria for appointment of PhD Council.

2. Establish and maintain all policies for admission, progression, candidacy, and graduation of students in accordance with the policies governing requirements for the PhD in Nursing and the School of Graduate Studies.

3. Develop, evaluate, and change the curricular requirements of the PhD in Nursing program.

4. Recommend to the School of Graduate Studies:

a. PhD nursing students for candidacy.

b. PhD students for graduation

5. Provide advice to the program director on issues related to admission, progression, and evaluation of courses and PhD program.

6. Collaborate with the Office of Student Services at the School of Nursing in PhD student recruitment.

7. Communicate with and obtain feedback from the pool of nursing faculty members who hold research doctorates (e.g., PhD, DNSc, EdD).

8. Monitor the progress of the PhD program in meeting quality indicators.

e. Meetings

1. Monthly meetings will be held during the academic year and as needed during the summer months.

2. Meetings will be open to all nursing faculty members with research doctorates (e.g., PhD, DNSc, EdD).

Section 1718 Committee on Admission to the PhD Program

a. Membership

1. Six (6) members; all voting faculty members with research doctorates (e.g., PhD, DNSc, EdD).
2. Chairperson elected from PhD Council.
3. Director of the PhD program is a member Ex-officio.

b. Election

Faculty members will nominate themselves or be nominated by colleagues; members will be elected from the pool of nursing faculty members who hold research doctorates (e.g., PhD, DNSc, EdD) and an active program of research/scholarship and are eligible to teach in the PhD program and/or advise/mentor PhD students.

c. Terms of office

1. Faculty shall be elected in the Spring semester of each academic year for a term of two (2) years; three (3) members shall be elected in even years and three (3) members elected in odd years.
2. If a committee member is unable to fulfill his or her term for any reason, the remaining members of the PhD Council will appoint another eligible faculty member to fulfill the term.

d. Function

Recommend to the Director of PhD Program and School of Graduate Studies qualified applicants for admission to the PhD in nursing program.

ARTICLE VIII

SPECIAL COMMITTEES

Special committees may be designated to carry on faculty business not otherwise specified in these bylaws. Members shall be appointed by the dean. Special committees shall submit regular reports to the faculty.

ARTICLE IX

UNIVERSITY FACULTY SENATE

Section 1 Representation

- a. The faculty of nursing shall elect senators to the Faculty Senate. The number of senators shall be in accordance with the Constitution of the University Faculty.
- b. The student body of the School of Nursing may have elected members on the Faculty Senate in accordance with the Constitution of the University Faculty.

Section 2 Election

- a. The senatorial elections shall be held in the spring term.
- b. Faculty Senators from the School of Nursing shall be voting members of the faculty. These senators shall be elected to serve three (3) year terms; one-third of them shall complete their term of office on commencement day each year. A Senator shall not be seated unless at least 40% of the voting members have returned ballots in the election.

ARTICLE X

REVISION OF BYLAWS

These bylaws may be amended by a two-thirds affirmative vote of the voting members present at any

meeting, provided copies of proposed changes have been distributed to all members, both voting and nonvoting, at least two (2) weeks before the meetings at which the vote is taken.  
If changes have not been distributed at least two (2) weeks in advance, these bylaws may be amended by a 95% affirmative vote by the voting members of the faculty present at any meeting.

#### ARTICLE XI

##### PARLIAMENTARY AUTHORITY

Robert's Rules of Order Newly Revised (most recent revision)

**From:** [President Barbara R. Snyder and Provost Bud Baeslack](#)  
**Subject:** Statement on Academic Boycotts  
**Date:** Thursday, December 26, 2013 8:02:33 PM

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To the Case Western Reserve University Community:

As leaders of an institution of higher education, we must oppose the [proposed academic boycotts](#) of Israel in the strongest possible terms. In our 2008 strategic plan, Case Western Reserve embraced a vision where we sought to be recognized "as an institution that imagines and influences the future." One of the ways we realize that aspiration is to exchange ideas, engage with one another and, ideally, discover concepts and deepen understandings in ways we never could have alone. In contrast, the surest way to fall short of that ideal is to withdraw and isolate, to let silence be our sole contribution to conversations and debates.

At an even more fundamental level, boycotts exemplify the converse of the concept of academic freedom. They seek to subvert one of higher education's core values in service of other ends. One of the most admirable traits of the academe is that scholars often collaborate across borders of nationalities and governments, political and social systems. Indeed, Case Western Reserve so values the diversity of perspectives that come from global experiences that internationalization has been one of our leading priorities for the past five years. Since 2008, we have forged many new partnerships with academic institutions around the world, increased the proportion of our undergraduate classes that come from abroad, and actively encouraged our U.S. students to pursue studies in other countries.

We strongly endorse [the statement opposing the boycott](#) from the Association of American Universities, a group of the nation's leading public and private higher education research institutions that includes Case Western Reserve. In addition, the American Association of University Professors [has articulated a broad stance](#) against academic boycotts, and [more recently urged](#) the members of the American Studies Association not to support a resolution calling for such action against Israeli universities.

By the same token, we do not consider it sufficient simply to oppose academic boycotts. Threats to academic freedom damage all of us committed to the work of higher education. We stand with those who support freedom of thought and expression for scholars and students at institutions of higher learning around the globe.

In keeping with the principle of academic freedom, individual scholars at Case Western Reserve may well choose to embrace the boycott, condemn our opposition to it, or speak in favor of other solutions. Similarly, our university Faculty Senate may choose to issue its own statement after the winter semester commences. But after receiving direct inquiries from alumni and faculty regarding our position as the institution's leaders, we thought it appropriate to describe our thinking in a thorough and transparent manner.

Sincerely,

Barbara R. Snyder  
President

W.A. "Bud" Baeslack III  
Provost and Executive Vice President

# THE CHRONICLE OF HIGHER EDUCATION

## Faculty

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January 2, 2014

### Backlash Against Israel Boycott Puts American Studies Assn. on Defensive

*By Peter Schmidt*

With its recent vote to boycott Israel's higher-education institutions to protest that nation's treatment of Palestinians, the American Studies Association has itself become the target of widespread criticism and ostracism. It has gone from relative obscurity to prominence as a pariah of the American higher-education establishment, its experience serving as a cautionary tale for other scholarly groups that might consider taking similar stands on the Middle East.

In sharp contrast to the international campaign for an academic and cultural boycott of Israel, which had been slow to gain a foothold in the United States, the campaign to rebuke the American Studies Association has spread rapidly since the group's mid-December boycott vote. The presidents of more than 80 American colleges have condemned the boycott as an assault on the free exchange of ideas.

"Such boycotts threaten academic speech and exchange, which it is our solemn duty as academic institutions to protect," Carolyn A. (Biddy) Martin, president of Amherst College, said in a statement posted on its website this week. Nearly all of the presidents' statements similarly denounced the boycott as impeding the flow of ideas, and several cited specific collaborations or exchanges with Israeli universities as evidence of their institutional commitment to maintaining strong relations with Israel.

At least five institutions—Bard College, Brandeis University, Indiana University, Kenyon College, and Pennsylvania State University at Harrisburg—have withdrawn their ASA memberships.

As of this week, the boycott also has been denounced by three of the nation's most prominent higher-education organizations: the American Association of University Professors, the American Council on Education, and the Association of American Universities. "Such actions are misguided and greatly troubling, as they strike at the heart of academic freedom," said the American Council on Education's president, Molly Corbett Broad.

The scale and speed of the backlash against the boycott is striking, especially considering that the ASA has only about 4,000 members and lacks any formal ties with Israeli institutions in the first place.

"Why anyone should care what the ASA thinks bewilders me. It is not a very large academic association, and it is not one that characteristically has a big impact in the academy," said Stanley N. Katz, a higher-education policy expert at Princeton University and president emeritus of the American Council of Learned Societies. Mr. Katz said he opposes the boycott by the ASA, a group he dismisses as "more interested in politics than scholarship," but does not see it as likely to inspire similar actions by scholarly groups with more weight.

### **Heeding Constituents**

Michael S. Roth, who, as president of Wesleyan University, wrote a *Los Angeles Times* op-ed calling the ASA boycott "a repugnant attack on academic freedom," said he does not see anything unusual about college presidents' speaking out on such an issue. He cited, as an example, how dozens of college presidents had responded to the December 2012 massacre at Sandy Hook Elementary School, in Newtown, Conn., by signing a statement urging the nation's leaders to adopt stricter gun laws.

Nevertheless, it is rare for college presidents to speak out on an issue so quickly and in such great numbers.

William G. Bowen, a former president of Princeton University and president emeritus of the Andrew W. Mellon Foundation, said college presidents were opposing the ASA boycott simply because they believe "boycotts are a bad idea."

"It is dangerous business, and basically unwise, for institutions to

become embroiled in these kinds of debates," Mr. Bowen said.

"The consequences for institutions are just too serious."

Henry S. Bienen, president emeritus of Northwestern University, said the intricate ties between American and Israeli universities, especially in areas such as scientific research, have also been a motivating factor. More broadly, he said, "Israel has a special place for lots of individuals in academic life," including Jewish academics who are well represented on the faculties and in the administrations of American higher-education institutions.

Leon Botstein, president of Bard College and a boycott opponent, said calls from alumni to take a stand against the boycott had also played a role. "As an active member of the Jewish community, I recognize that the American Jewish community is disproportionately generous to American higher education," he said. "For the president of an institution to express his or her solidarity with Israel is welcomed by a very important part of their support base."

Mr. Botstein, who has faulted his fellow presidents for not speaking out more on issues such as income inequality or declining government support of higher education, said the decision to oppose the ASA boycott was easy because the group's resolution was "clumsy and offensive." Taking a position against the boycott, he said, "doesn't show courage, it shows common sense."

### **Stifling Debate?**

Curtis F. Marez, president of the American Studies Association, this week characterized its critics' assertions that the boycott threatens academic freedom as misplaced, because the boycott is directed at Israeli institutions and their representatives, not individual scholars or students, and would not affect routine scholarly collaborations and exchanges.

In an email, Mr. Marez, who is chairman of the ethnic-studies department at the University of California at San Diego, argued that, "if anything, the boycott will expand intellectual exchanges and shine a light on the limitations of academic freedom for



Palestinians."

Other supporters of the boycott have argued that the campaign against it represents the real threat to academic freedom. Among them, Ashley J. Dawson, a professor of English at the City University of New York's Graduate Center and editor of the AAUP's *Journal of Academic Freedom*, argued that college presidents who have denounced the ASA resolution are chilling campus speech on the Israeli-Palestinian conflict and are abrogating the academic freedom of those members of their faculties who support the boycott.

"The backlash against American studies," he said, "is because it is daring to bring up the issue of what is happening in the Middle East."

Some college presidents have come under fire for their antiboycott stands. Among them, John E. Sexton, president of New York University, was accused of hypocrisy for speaking out against the ASA boycott while failing to criticize the United Arab Emirates, where NYU operates a campus, for its repression of academics and restriction of the travel of Israeli scholars.

Faculty members at Trinity College in Connecticut are divided over a statement by its president, James F. Jones Jr., denouncing the ASA boycott as misguided and unprincipled. More than 20 faculty members there, many of whom are ASA members, have signed a letter denouncing his statement as uninformed and "intellectually lazy," and taking him to task for issuing it without consulting them. In response, more than 30 other faculty members have signed a separate letter thanking Mr. Jones for "taking this clear-throated position against the ASA's condemnable boycott proposal."

### **Fears of a Foothold**

The backlash against the boycott is being stoked by fears that other scholarly groups in the United States might follow the ASA's lead in joining the international boycott, divestment, and sanction movement to protest Israel's treatment of Palestinians.

Omar Barghouti, a Palestinian activist who was one of the

movement's founders, told *The New York Times* soon after the ASA's boycott resolution passed that its adoption represents "perhaps the strongest indicator yet that the BDS movement is reaching a tipping point, even in the U.S." The U.S. Campaign for the Academic and Cultural Boycott of Israel hailed the ASA vote as "a historic breakthrough among U.S.-based academics."

The American Studies Association is the second disciplinary association in the United States to decide to boycott Israel's academic institutions. A smaller group, the Association for Asian American Studies, approved a similar boycott resolution in April without receiving nearly as much public attention or criticism. A third organization, the Native American and Indigenous Studies Association, plans at its annual conference in May to vote on a pro-boycott statement that its leadership council approved last month.

In her statement denouncing such boycotts, Ms. Broad of the American Council on Education said, "We hope the leadership of these organizations soon reconsiders their actions, and trust that other scholarly organizations will see the troubling implications of such boycotts and avoid similar votes."

In an interview this week, Hunter R. Rawlings III, president of the Association of American Universities, characterized his group's recent denunciation of such boycotts as partly a response to the growth in the number of scholarly groups adopting them.

Mr. Dawson, the AAUP journal editor whose support of the boycott puts him at odds with that organization's leadership, alleged that "the ASA is getting slammed by groups that are dedicated to keeping debate about Israeli settler colonialism in the occupied territories out of public view in the United States."

It remains unclear, however, whether the academic-boycott movement stands much chance of gaining enough ground in the United States to have a real impact.

The only large scholarly organization to consider weighing in on the Israeli-Palestinian conflict, the nearly 30,000-member Modern

Language Association, is taking a much more tentative approach. Its annual conference this month will include a round-table discussion of boycotts in support of Palestinians, and its leadership will consider asking its members to vote on a resolution urging the U.S. State Department "to contest Israel's arbitrary denials of entry to Gaza and the West Bank" by American academics invited to teach, confer, or do research at Palestinian universities.

Although the American Studies Association has a substantial reach in academe, with more than 100 institutional members, some of its critics say it leans too far to the left for its actions to be seen as portending pro-boycott votes by other scholarly groups. Those deriding the ASA as ideologically skewed include Alan Luxenberg, president of the Foreign Policy Research Institute, who in a recent op-ed in *The American Interest* accused the association's National Council, which unanimously endorsed the boycott resolution, of having academic profiles that showed "a stunning lack of diversity of intellectual interests and perspectives."

### **Backlash to the Boycott**

The ASA's recent experience clearly shows that boycott resolutions carry a potential price.

After the resolution passed last month, with the support of two-thirds of the 1,252 association members voting on it, the ASA's national office was too deluged with angry phone calls to carry on with business and ended up having to close for a day, according to John F. Stevens, the group's executive director.

Two New York State lawmakers, State Sen. Jeff Klein of the Bronx and State Assemblyman Dov Hikind of Brooklyn, said they planned to propose legislation that would cut off state support to any public or private college that participated in the ASA or any other group involved in a boycott of Israel. The Louis D. Brandeis Center for Human Rights Under Law, an advocacy group devoted to fighting anti-Semitism on college campuses, has threatened to challenge the ASA's tax-exempt status.


Among those who have spoken out against the ASA's boycott, Lawrence H. Summers, the former president of Harvard University, has called on college administrators to deny faculty members funds to attend ASA meetings. The Conference of Presidents of Major American Jewish Organizations has sent the presidents of all universities with ties to the ASA a letter similarly urging them to dissociate their institutions from the ASA and deny faculty members funds to participate in the group or travel to its events.


Richard Ekman, president of the Council of Independent Colleges, argued in an interview this week that faculty members overstep their bounds when they use a college-supported leadership role in a scholarly group to wade into a political debate beyond that group's area of expertise.

At least one college president, however, has publicly resisted calls to crack down on the ASA. Christopher L. Eisgruber, president of Princeton University, has responded to alumni inquiries about the boycott with a letter saying he opposes it but does "not intend to denounce the ASA, make it unwelcome on campus, or inhibit the ability of faculty members to affiliate with it." The better approach, he said, is to engage with the association and hope "more thoughtful and reasonable members will eventually bring the organization to its senses."


*Clarification (1/2/2014, 12:24 p.m.):* The American Studies Association is the second group representing a discipline to join the boycott, not the second scholarly association. Another group of scholars, the Association for Humanist Sociology, approved a boycott resolution in October. The article has been updated to reflect this clarification.

39 comments ★ ◀ 0



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 **ljbriggs** • 11 days ago  
The charge that the ASA's call for an institutional boycott of Israeli educational institutions is an attack on academic freedom is a red herring, and is inconsistent with how US college presidents have treated other boycotts of educational

**Item d. Finance Budget Committee.**

1) The membership and functions of the Faculty Senate Finance Budget Committee (FSFC) shall be as provided in the Constitution, Article VI, Section C.

2) The Chair of the FSFC Senate Budget Committee shall request the President to designate a deputy to sit with the Committee regularly and participate in its deliberations. In fulfillment of the functions of the FSFC Senate Budget Committee specified in the Constitution, Article VI, Section C, Paragraph 3, the FSFC Senate Budget Committee may request the President, or such deputy as the President may designate, to report directly to the Faculty Senate with respect to budgetary matters.

3) An elected faculty member of the FSFC Budget Committee may serve for a maximum of two immediately successive three-year terms and thereafter shall be eligible for re-election to the Committee only after the lapse of at least one year following the expiration of a continuous six-year period of service.

## **From the CAS Executive Committee**

Article VI. Sec A. Par 1 (p.19) defines membership in the Senate Executive Committee, and notes that an elected Senate Executive Committee member shall serve ex officio on the faculty executive committee of her or his constituent unit. At no point, however, does the Handbook appear to \*mandate\* the existence of an executive committee for each school or the College (as it does, for instance, mandate unit-level Budget committees).

The CAS Executive Committee suggests defining and explicitly mandating executive committees within each school and the College if they are to be invoked in the definition of the Senate Executive Committee.

## **Five Year Review of Faculty Handbook and Faculty Senate By-Laws** **Suggested Revisions**

**FSCUE: (FSCUE is working on a number of revisions to its charge including the items below. Once the revisions are complete they will be sent to the By-Laws Committee)**

1. Consider making the school representatives' terms 3 years like the at-large members so that they can be groomed for vice chair/chair rather than always appointing the vice chair/chair from the at-large members of the committee.
2. Currently the FSCUE school representatives do not have stated terms. The Faculty Senate office must check with the college/schools each year to determine if the representative will continue or not.
3. Par. 2 (a) of Sec. E under Chapter 2 re FSCUE- the word "Provost" needs to be added.
4. Should the definition of the UPF be more appropriately housed in a location other than in the description of the FSCUE membership?

**Grad Studies Committee: (Grad Studies is working on a number of revisions to its charge. Once the revisions are complete, they will be sent to the By-Laws Committee)**

**FSCICT (send to By-Laws)**

1. Request from Ray Muzic, chair, to add the chair of the Council of Technology Officers (CTO) as an ex officio member of the committee.

**Research Committee (still to be discussed by the committee and if approved, send to By-Laws)**

Should the committee include an undergraduate student member given the focus on undergraduate research at the university?

**Grievance Procedures (The chairs of the Faculty Personnel Committee and By-Laws will consult. Policy-related issues will be considered by Personnel and procedural issues by By-Laws)**

1. Spell out in grievance procedures that the Faculty Senate Chair may make the determination of whether a grievance complies with the requirements of the Faculty Handbook and no need for respondents to file an answer until that determination has been made. The main areas that are not grievable are assessment issues (promotion or tenure, issue of non-reappointment)

2. Include language to define what is grievable and what isn't. See conciliation section where it states which matters are not appropriate for mediation. Add similar language in the grievance section. Provide examples. It would be a good idea for the complainant to meet with someone (who may become an advisor) who has some practical experience with the grievance process and can counsel the complainant in the formulation of the grievance.
3. Grievance provisions – Article V, Section C, Par. 1 (d)- reference to 1b. Is this reference correct? (perhaps it was intended to refer to Section B which cites the example of “an adverse recommendation on promotion”. However, Section B is under Conciliation and not clearly defined for possible formal grievance).
4. Grievance- include language stating that the secretary of the University Faculty should be the one to contact the committee members and advisors chosen by the parties.
5. State affirmatively in the grievance provisions that if there are multiple respondents, they all must agree on the committee member chosen, and that each respondent is entitled to his/her own advisor.
6. Decide whether a grievance complaint may be filed by multiple complainants and if so, provide clear language in the Handbook. Comment from a faculty member: *There should be some provision for multiple complainants (i.e. several faculty against a chair) or else a number of hearings would need to be held. That said, the complainants must provide a good reason for why more than one individual should be permitted. (Also, see C. Trembl comments on this topic below.)*
7. What are the available remedies for complainants? Spell them out. Can the grievance committee make recommendations that might include monetary awards (for research, for salary) or for office/lab space?
8. Include language that states the date in the spring semester after which a grievance cannot be filed due to time constraints (March 1?). Or include language stating that a complainant is not likely to have a speedy hearing if the filing of the grievance is after March 1. One cannot predict when the grievable offense might occur, especially for those schools/colleges that have 12-month appointments. This would also make having the early review of the problem with the conciliation counselor ideal in setting up the subsequent steps either as mediation or grievance. How visible is the conciliation counselor? Have faculty “missed” this opportunity?
9. Grievance Committees- clarify sections relating to conflicts of interest with committee members or chairs. See Article V, Sec. C, Par. 3 (b)- who determines whether there is a conflict of interest before the committee is fully formed, and can a party object to a chair or member at this time, or only after the committee is formed? (c) talks about when a party objects then the chair of the committee decides but what if the objection comes before this? Is it the chair of the FS? Clarify that if the objection comes before the



committee is formed and ready to go, that the party who chose the member should be entitled to choose another person (**per Colleen Tremi**).

10. The FH provides that the Nominating Committee shall designate up to 8 of the grievance panel members nominated as eligible to serve as chair of a hearing committee. The chair of a hearing committee is to have had “multiple experiences with the hearing process as members of hearing committees or as advisors to parties or shall have other relevant training or experience.” It can be very difficult to find a chair especially if there haven’t been any grievances filed recently. Consider having more than 8 who are eligible to serve as chair at any given time. Also consider whether grievance committee members should have training.
11. Consider penalties for false or intentionally misleading statements from either the complainant or respondent either before or during the grievance hearing.
12. Are the parties to a grievance entitled to know who the hearing committee members are before the committee is fully formed? If so can parties object to a committee member as having a conflict of interest at this point? Are the parties entitled to know which hearing committee members were chosen by the other party and by the chair of the FS?
13. Article V, Section C (Formal Grievance Procedures)  
Par. 1 (Scope of Procedures)- Language should be explicit that everything set forth in this section does not have to be met to warrant a grievance.

Par. 2 (Complaint)- There should be language that allows appeal of a decision by the chair of the Faculty Senate dismissing a grievance claim.

Par. 7 (Report of the Hearing Committee)- There should be language here that the hearing committee report should include recommendations to the FS concerning changes in the Faculty Handbook, Senate Bylaws or School Bylaws that the grievance hearing identified as necessary. Otherwise, the grievance process has no chance to correct problems with the Handbook or changes in academic culture.

14. Additional comments received from a faculty member:  
Improvements for the Grievance Process (note, some steps are already in place)
  - Meet with conciliation counselor to see if it is possible to mediate the dispute. If not, have the counselor recommend that the complainant meet with a member of the faculty who is either part of the grievance pool or who might be knowledgeable about the grievance process. This is to ensure that the grounds for a grievance are potentially correct and that the actual grievance letter is well focused on the grievable elements.
  - File the letter of grievance with the Secretary of the Faculty Senate who then passes this on to the Chair of the Faculty Senate. The Chair (and others?) will review the grievance letter and decide if it fits the confines of the grievance process as listed in the faculty

handbook. If not, the Chair will inform the complainant as to why the grievance is faulty.

- Once it has been established that the letter of grievance is within the confines of the faculty handbook, it will be forwarded to the respondents for their response.
- The respondents will reply within two weeks with their letter and supporting documents as to why the grievance is invalid. It is noted that at this point both the complainant and the respondents should be willing to vow that their statements are the truth (with obvious differences in interpretation possible; this would be the equivalent to the phrase in court “Do you swear to tell the truth, the whole truth and nothing but the truth?”). In other words, prepare to document your statements.
- Subsequently, a date is set for the hearing. Any additional documentation that is to be submitted should be identified for cause and should be tightly focused on either the complaint or the response. It should be made evident that this documentation, plus that originally submitted with the letter of grievance and the respondents’ replies will be all the documentation that will be discussed in the hearing. There will be no documentation allowed to be introduced at the hearing except as rebuttal for one side or the other.
- Due to the limited time the faculty panel will have for the hearing, the hearing should be scheduled for only 4 hours although this amount of time may not be necessary. With the understanding that “the burden of proof” is on the complainant, the total time should be split 2.5 hours complainant, 1.5 hours respondents. If it is anticipated that a particular case may be of such complexity that additional time might be necessary, the Chair of the Hearing Panel should determine this in advance and inform all parties.
- The conduct of the hearing should follow the following format:
  - a. Presentation by complainant, 5-10 minutes to state their general case
  - b. Presentation by the respondent(s), 5-10 minutes to state their defense
  - c. Full presentation with documents of the complainant’s case, 1 hour
  - d. Full presentation with documents of the respondent(s)’ defense, 0.5 to 1 hour
  - e. Complainant’s witnesses, 30 minutes
  - f. Respondent’s witnesses, 15-30 minutes
  - g. Rebuttal by complainant with carefully worded request for redress 10-15 minutes
  - h. Surrebuttal by respondent(s) 5-15 minutes
- Questions of the parties involved will be permitted following parts c, d, e, and f only. The time taken for questions will be charged against the questioner’s allotment.
- Within two weeks, the chair of the panel will submit a written report to the Secretary of the Faculty Senate who will then distribute the report to the members of the hearing committee, all parties, the Chair of the Faculty Senate and to the President.
- If the majority finds in favor of the complainant, the respondents are to “reconsider the matter complained” and report the results of their reconsideration to the Secretary of the Faculty Senate and the complainant. The complainant may then have a final response to the additional report. All materials will have been submitted to the Secretary of the Faculty Senate and then forwarded to the hearing committee for their final review and recommendation to the President. If the majority finds in favor of the respondents, then the hearing report is final and goes to the President.

**15. Comments from Colleen Trembl on Grievance Procedures:**

## Article V, Grievance Procedures:

- This may be more readable if paragraphs are broken into smaller paragraphs, such as in the Article IV grievance procedure.
- Section A and B: Change “sexual harassment” to “sexual misconduct”
- Section C.1.a and 2.a: Clarify more specifically if a grievance can be brought by more than one complainant. Currently the language basically reads as 1 complainant and more than 1 respondent can be named. If altered, would need to determine how a hearing with multiple complainants with differing facts, bases for grievances and requested remedies could be handled.
- Section 2.a: Clarify that a complaint can be amended including to add additional respondents, but that amendment of the complaint will require new responses from the respondents and will restart process for holding of a prompt hearing. Clarify the time after which amendments to the complaint cannot be made (including new respondents), such as no amendments after the pre-hearing meeting.
- Section 4.c: clarify confidentiality requirements for complainant and respondent, in addition to the hearing committee members maintaining confidentiality? (i.e. to protect the process, all participants must maintain confidentiality of the information from the hearing except as required to carry out duties, as required by law, to raise a concern outside the university etc.)
- Section 4.e is out of place – should be moved up sooner. Also, clarify whether withdrawing a grievance precludes refileing the complaint in the future (i.e. can be withdrawn any time prior to the pre-hearing meeting, but after that date, can be withdrawn but cannot be refiled?).
- Section 4.f: clarify that deliberations are not recorded.
- Section 4.h: clarify “rebuttal” and “surrebuttal” with less legal terms, and clarify if closing statements permitted
- Section 4.j: include this section on chair presiding over hearing sooner in policy, as is out of order here

### **Faculty Senate Leadership (for review by the Executive Committee then to By-Laws)**

1. Include provision in Handbook allowing for an early election for the FS vice chair when there is a vacancy in the FS chair position. Also clarify what would happen if the chair position is vacated when there is very little time left in the academic year. Would the vice

chair be entitled to serve as chair during the following year as well? This question comes up in FSCUE also where there is a vice chair and a chair.

2. Consider how to replace the chair of a standing committee if he/she resigns during the year.
3. The FS By-Laws provide that the Nominating Committee shall nominate 2 candidates for FS chair-elect. Should this be revised to say there can be one or more candidates considering how difficult it is to find two candidates?
4. Should the By-Laws state that the FS vice chair officially becomes chair of the Senate after commencement each year? This has been the practice but it is not stated in the By-Laws.
5. Decide whether to include language re how ex comm reps are chosen by the school senators. Right now it is fairly ad hoc.

**Emeritus Appointments (being considered by Faculty Personnel Committee)**

1. Clarify “unusual circumstances” for emeritus appointment. Do some or all basic criteria apply?
2. Approval authority- due process (this aspect is being considered by Faculty Personnel Committee)

**Endowed Professorships (submit to Personnel)**

Provost has requested review of criterion for endowed professorships as the professorships are currently being granted to non-tenured professors. The FH indicates that the recipient is to be tenured.