

Faculty Senate Meeting
Thursday, September 24, 2009
3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30pm	Approval of Minutes from the April 27, 2009 Faculty Senate meeting, <i>attachment</i>	C. Musil
3:35pm	President's Announcements	B. Snyder
3:40pm	Provost's Announcements	B. Baeslack
3:45pm	Chair's Announcements	C. Musil
3:45pm	Report from the Executive Committee	A. Levine
4:05pm	Report from Secretary of the Corporation	C. Trembl
4:10pm	Annual Faculty Diversity Report	M. Mobley
4:40pm	Presentation about Campus Security	J. Wheeler D. Jamieson
5:10pm	New Business	



CASE WESTERN RESERVE UNIVERSITY
Faculty Senate
Minutes of the Meeting of September 24, 2009
Toepfer Room, Adelbert Hall

Members present

Kathryn Adams	Angela Graves	Roy Ritzmann
Keith Armitage	Dave Hutter	Jonathan Sadowsky
Bud Baeslack	Betsy Kaufman	Samantha Schartman
Tim Beal	Ken Ledford	Benjamin Schecter
Cynthia Beall	Alan Levine	Barbara Snyder
Daniela Calvetti	Leonard Lynn	Sorin Teich
Christine Cano	Diana Morris	Susan Tullai-McGuinness
Susan Case	Frank Merat	Michele Walsh
Gary Chottiner	Carol Musil	Shengbo Wang
Mary Davis	John Orlock	Georgia Wiesner
Mark DeGuire	Joe Prah	Terry Wolpaw
Julia Grant	Rodney Pratt	Liz Woyczynski

Members Absent

Bruce Averbook	Christine Hudak	Faisal Quereshey
Jessica Berg	Jim Kazura	Cassandra Robertson
Nabil Bissada	Cheryl Killion	Scott Shane
Robert Bonomo	Ken Loparo	Mark Smith
Martha Cathcart	Kalle Lyytinen	Glenn Starkman
Mark Chance	Katy Mercer	Elizabeth Tracy
Faye Gary	Shirley Moore	David Wilson
Peter Haas	G. Regina Nixon	Gary Wnek
Susan Hinze	Dan Ornt	Nicholas Ziats

Others Present

Dan Anker	Dick Jamieson	Ginger Saha
Chris Ash	Lara Kalafatis	Amanda Shaffer
Glenn Bieler	Ginny Leitch	Chris Sheridan
Don Feke	Marilyn Mobley	Colleen Trembl
Lev Gonick	Kathy O'Linn	John Wheeler
Jean Gubbins	Tim Robson	Jeff Wolcowitz

Call to Order

Professor Carol Musil, chair of the faculty senate, called the meeting to order at 3:30 p.m.

Approval of minutes

Upon motion, duly seconded, the minutes of the Faculty Senate meeting of April 27, 2009 were approved as submitted.

President's announcements

President Barbara Snyder welcomed the faculty back for the start of the 2009-2010 academic year. The university will finish the fiscal year in the black, for the second year in a row. Development raised \$108 million dollars, an increase of 5% over the previous fiscal year, for the second highest annual fundraising effort in the university's history. The university welcomed a strong freshman class in fall 2009, with 84 international students, tripling the international student enrollment from fall 2008. The average SAT scores for the freshman class increased by 19 points over the class that entered in fall 2008; this year's SAT average is a 29 point increase over the class that entered in fall 2007. President Snyder announced that she and Provost Baeslack will meet with faculty in each of the constituent faculties over the next few weeks. And she will deliver the annual fall state of the university address on Friday, October 2 at 12:45pm to both faculty and staff in Thwing Center's Ballroom.

Provost's announcements

Provost Bud Baeslack introduced the new vice president for enrollment management, Mr. Rick Bischoff. Provost Baeslack added that the freshman class is slightly smaller than the university expected, but he reiterated that the number of international students tripled, SAT scores are up, and net tuition revenue is also up over the previous year. Mr. Bischoff, who will start on November 1 at Case Western Reserve, was the director of admission at Caltech, and before that he was associate director of admission at University of Chicago. During his tenure at Caltech the diversity and academic credentials of enrolling students improved, and applications for admission increased by 60%. Provost Baeslack added that the RFPs for the alliance groups have been distributed and he is meeting with alliance groups to keep everyone informed of the RFP process. Funding initiatives for internationalization, undergraduate student advising, and faculty salaries are also under consideration. Provost Baeslack will shortly convene the new Budget System Committee. Prof. Julia Grant, chair of the faculty senate budget committee, and Prof. Alan Levine, chair-elect of the faculty senate, will serve on that committee. Deans will revisit their issues with the budget process and the committee will consider how best to optimize the budget process. The committee is scheduled to deliver its final report by March 1.

Chair's announcements

Prof. Carol Musil encouraged senators to attend the president's state of the university address. The Faculty Senate had a successful retreat in August 2009 to start new academic year. Prof. Musil serves on the search committee for the new faculty diversity officer; the campus community will have a chance to meet with the finalists shortly. The new Faculty Senate Committee on Undergraduate Education met several times over the summer and is working to finalize its new structure; Prof. Gary Chottiner, chair, will likely give a report to the Executive Committee by November. The *ad hoc* Committee on Grievance Process Reform is working with the provost to confirm the appointment of a faculty member to serve as the conciliation/mediation coordinator and to identify a group of off-campus, paid mediators so that the proposed pilot program can start in January 2010. The Faculty Senate Committee on By-laws will review the *ad hoc* committee's proposed changes to the faculty grievance process outlined in Chapter 3 of the Faculty Handbook this fall. The *ad hoc* Committee on University-level Faculty Committees will present some proposed changes to the Constitution and the Faculty Senate By-laws for review by the Committee on By-laws and introduce some resolutions to the Faculty Senate this fall. The *ad hoc* SAGES Review Committee will deliver a preliminary report shortly. Prof. Musil welcomed the new elected senators. She reminded everyone to use their name tents at the beginning of the meetings; the name tents are

used for voting and for attendance. As required by the Faculty Senate By-laws, attendance is monitored and mid-year the chair contacts senators who have not attended regularly. Prof. Musil introduced the new chair of the Staff Advisory Council, Kathy O'Linn and the new senators, Shengbo Wang (undergraduate representative), Rodney Pratt (professional student representative), and Samantha Schartman (graduate student representative). And the newly elected senators introduced themselves.

Chair-elect's announcements

Prof. Alan Levine, chair-elect of the faculty senate, listed the members of the 09-10 Faculty Senate Executive Committee and summarized the recent Executive Committee meeting on Thursday, September 17. Prof. Bill Leatherberry, chair of the *ad hoc* committee on grievance process reform, presented the committee's proposed changes to the faculty grievance process. The Executive Committee endorsed the changes for further review by the Faculty Senate Committee on By-laws. Prof. Levine added that the Executive Committee approved the interim membership of a faculty member to the Research Committee and a post-doc to the Graduate Studies Committee; both committees are expected to propose the necessary changes to the membership by-laws for approval by the Faculty Senate no later than April 2010. The Executive Committee discussed the annual process for determining the faculty senate budget priorities. This year the Executive Committee solicits priorities that could be completed in 2 years and which would cost no more than \$100,000. Prof. Levine encouraged faculty senate standing committee chairs and all senators to submit priorities by the October 19 deadline. The written solicitation, summarizing the deliberations by the Executive Committee, which has been distributed by email, reads as such:

The Faculty Senate has proposed and rank ordered its budget priorities for each of the last two years. The administration has seriously considered the input of the Faculty Senate, and the administration has reported some progress toward the Senate's top ranked budget priorities. At its September meeting, the Faculty Senate Executive Committee discussed the process by which the Senate should determine its 09-10 budget priorities.

Two years ago the Faculty Senate determined that its top two proposed budget priorities were 1) faculty salaries and 2) an on campus child care center. These are high cost, long term investments. The administration has already made progress towards child care issues with several new family-friendly policies: the parental leave policy, funds for child care costs incurred while traveling on university business, and identifying services for sick child care. Faculty salaries remain a priority of the administration even in these difficult economic times.

Last year the Senate re-confirmed faculty salaries and a child care center as continuing top priorities, and rank ordered several secondary budget priorities. The top three secondary priorities were 1) undergraduate financial aid, 2) technology-enhanced classrooms and 3) health care initiatives for graduate students. At its recent September meeting, the Executive Committee discussed the consequences of annually reconsidering its commitment to long-term budget priorities that remain in-process and of extending the list of budget priorities beyond what can reasonably be funded.

The Provost will convene the Budget System Committee to re-examine the university's long-standing budget structure and formulas. Prof. Julia Grant, chair of the faculty senate budget committee, and other faculty member will serve on this committee. The efforts of the Budget System Review Committee provide an opportunity for the Faculty Senate to learn more about the limitations of determined revenue and expenditure cycles and to ascertain where opportunities do lie for choosing tradeoffs and funding priorities. The Executive Committee would like to see the fruition of the committee's endeavors before re-considering any high cost, long term budget priorities.

This year, the Executive Committee solicits input from faculty senate standing committees and from senators for any short-term, low cost budget priorities. Any proposed initiatives should cost less than \$100,000 and should be items that can be completed in less than two years. We ask that senators and standing committee chairs

submit priorities to Liz Woyczynski, Secretary of the University Faculty, by Monday October 19, 2009. The Budget Office will cost out the proposed budget priorities for initial review by the Faculty Senate Budget Committee. Then the proposed priorities will be rank ordered by the Senate by online ballot. The process allows for the 09-10 faculty senate budget priorities to be presented to the administration in time for the Provost's Strategic Planning meeting in early November.

Thank you for contributing to this process, and let us know if you have any questions.

Report from the Secretary of the Corporation

Colleen Trembl, deputy general counsel, summarized the September 15 meeting of the Executive Committee of Board of Trustees. The committee approved the establishment of new endowment funds and amendments to several standing endowment funds were approved. Appointments of new faculty members were approved, and the promotion and tenure of several current faculty members were also approved.

Faculty Diversity Report

Marilyn Sanders Mobley, vice president for inclusion, diversity and equal opportunity, presented the annual faculty diversity report with data from the academic years 2004-2005 to 2008-2009. The totals are for Board of Trustees approved faculty, paid by Case Western Reserve University. School of Medicine totals changed after the affiliation agreement went into effect in 2006. The report is attached to these minutes. Faculty asked about the appointment of the faculty diversity officer and commented on the need for support and mentoring for minority faculty members once they are hired. Dr. Mobley confirmed that the faculty diversity officer works in her office. She indicated that her office is assessing areas where her office can improve support for faculty; she and her staff review faculty satisfaction surveys and the information from exit interviews with faculty who leave the university. Dr. Mobley also mentioned that she recently conducted "subtle bias training" with a university promotion and tenure committee and could be contacted for further information about that. She may also conduct some focus group interviews with faculty.

Campus Security Report

Mr. John Wheeler, senior vice president for administration, Dick Jamieson, vice president for campus services gave a presentation on campus security. There were several unfortunate crimes in and around the campus this past summer; they reviewed the measures the university has taken to provide a secure environment for faculty, staff and students. The presentation is attached to these minutes. Responding to questions and concerns expressed, Mr. Jamieson said that information about security services is on the web and that camera coverage would be increased on the Case Quad this month. The Security Office has increased the number of officers patrolling on foot; faculty praised the efforts of Officer Mark Chavez in particular. A senator appealed for more foot patrols late in the evening when graduate students are leaving their labs. Another senator encouraged the administration to consider increasing the number of activities offered in Wade Lagoon; it's a beautiful location and having more activities there would improve the security.

New Business

Liz Woyczynski, secretary of the university faculty, asked on behalf of the Outside Interests Committee for a senate volunteer to serve on said committee; the committee monitors conflict of interest policies and procedures. Prof. Musil confirmed that current information about the faculty senate – meeting dates, a list of senators, and membership on each of the faculty senate standing committees - is posted on the web.

Adjournment

Upon motion, duly seconded, the meeting was adjourned at 5:30 p.m.

APPROVED
by the
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI
SECRETARY OF UNIVERSITY FACULTY



CASE WESTERN RESERVE UNIVERSITY
Faculty Senate
Minutes of the Meeting of September 24, 2009
Toepfer Room, Adelbert Hall

Members present

Kathryn Adams
Keith Armitage
Bud Baeslack
Tim Beal
Cynthia Beall
Daniela Calvetti
Christine Cano
Susan Case
Gary Chottiner
Mary Davis
Mark DeGuire
Julia Grant

Angela Graves
Dave Hutter
Betsy Kaufman
Ken Ledford
Alan Levine
Leonard Lynn
Diana Morris
Frank Merat
Carol Musil
John Orlock
Joe Prahl
Rodney Pratt

Roy Ritzmann
Jonathan Sadowsky
Samantha Schartman
Benjamin Schecter
Barbara Snyder
Sorin Teich
Susan Tullai-McGuinness
Michele Walsh
Shengbo Wang
Georgia Wiesner
Terry Wolpaw
Liz Woczynski

Members Absent

Bruce Averbrook
Jessica Berg
Nabil Bissada
Robert Bonomo
Martha Cathcart
Mark Chance
Faye Gary
Peter Haas
Susan Hinze

Christine Hudak
Jim Kazura
Cheryl Killion
Ken Loparo
Kalle Lyytinen
Katy Mercer
Shirley Moore
G. Regina Nixon
Dan Ornt

Faisal Quereshey
Cassandra Robertson
Scott Shane
Mark Smith
Glenn Starkman
Elizabeth Tracy
David Wilson
Gary Wnek
Nicholas Ziats

Others Present

Dan Anker
Chris Ash
Glenn Bieler
Don Feke
Lev Gonick
Jean Gubbins

Dick Jamieson
Lara Kalafatis
Ginny Leitch
Marilyn Mobley
Kathy O'Linn
Tim Robson

Ginger Saha
Amanda Shaffer
Chris Sheridan
Colleen Trembl
John Wheeler
Jeff Wolcowitz

Call to Order

Professor Carol Musil, chair of the faculty senate, called the meeting to order at 3:30 p.m.

Approval of minutes

Upon motion, duly seconded, the minutes of the Faculty Senate meeting of April 27, 2009 were approved as submitted.

President's announcements

President Barbara Snyder welcomed the faculty back for the start of the 2009-2010 academic year. The university will finish the fiscal year in the black, for the second year in a row. Development raised \$108 million dollars, an increase of 5% over the previous fiscal year, for the second highest annual fundraising effort in the university's history. The university welcomed a strong freshman class in fall 2009, with 84 international students, tripling the international student enrollment from fall 2008. The average SAT scores for the freshman class increased by 19 points over the class that entered in fall 2008; this year's SAT average is a 29 point increase over the class that entered in fall 2007. President Snyder announced that she and Provost Baeslack will meet with faculty in each of the constituent faculties over the next few weeks. And she will deliver the annual fall state of the university address on Friday, October 2 at 12:45pm to both faculty and staff in Thwing Center's Ballroom.

Provost's announcements

Provost Bud Baeslack introduced the new vice president for enrollment management, Mr. Rick Bischoff. Provost Baeslack added that the freshman class is slightly smaller than the university expected, but he reiterated that the number of international students tripled, SAT scores are up, and net tuition revenue is also up over the previous year. Mr. Bischoff, who will start on November 1 at Case Western Reserve, was the director of admission at Caltech, and before that he was associate director of admission at University of Chicago. During his tenure at Caltech the diversity and academic credentials of enrolling students improved, and applications for admission increased by 60%. Provost Baeslack added that the RFPs for the alliance groups have been distributed and he is meeting with alliance groups to keep everyone informed of the RFP process. Funding initiatives for internationalization, undergraduate student advising, and faculty salaries are also under consideration. Provost Baeslack will shortly convene the new Budget System Committee. Prof. Julia Grant, chair of the faculty senate budget committee, and Prof. Alan Levine, chair-elect of the faculty senate, will serve on that committee. Deans will revisit their issues with the budget process and the committee will consider how best to optimize the budget process. The committee is scheduled to deliver its final report by March 1.

Chair's announcements

Prof. Carol Musil encouraged senators to attend the president's state of the university address. The Faculty Senate had a successful retreat in August 2009 to start new academic year. Prof. Musil serves on the search committee for the new faculty diversity officer; the campus community will have a chance to meet with the finalists shortly. The new Faculty Senate Committee on Undergraduate Education met several times over the summer and is working to finalize its new structure; Prof. Gary Chottiner, chair, will likely give a report to the Executive Committee by November. The *ad hoc* Committee on Grievance Process Reform is working with the provost to confirm the appointment of a faculty member to serve as the conciliation/mediation coordinator and to identify a group of off-campus, paid mediators so that the proposed pilot program can start in January 2010. The Faculty Senate Committee on By-laws will review the *ad hoc* committee's proposed changes to the faculty grievance process outlined in Chapter 3 of the Faculty Handbook this fall. The *ad hoc* Committee on University-level Faculty Committees will present some proposed changes to the Constitution and the Faculty Senate By-laws for review by the Committee on By-laws and introduce some resolutions to the Faculty Senate this fall. The *ad hoc* SAGES Review Committee will deliver a preliminary report shortly. Prof. Musil welcomed the new elected senators. She reminded everyone to use their name tents at the beginning of the meetings; the name tents are

used for voting and for attendance. As required by the Faculty Senate By-laws, attendance is monitored and mid-year the chair contacts senators who have not attended regularly. Prof. Musil introduced the new chair of the Staff Advisory Council, Kathy O'Linn and the new senators, Shengbo Wang (undergraduate representative), Rodney Pratt (professional student representative), and Samantha Schartman (graduate student representative). And the newly elected senators introduced themselves.

Chair-elect's announcements

Prof. Alan Levine, chair-elect of the faculty senate, listed the members of the 09-10 Faculty Senate Executive Committee and summarized the recent Executive Committee meeting on Thursday, September 17. Prof. Bill Leatherberry, chair of the *ad hoc* committee on grievance process reform, presented the committee's proposed changes to the faculty grievance process. The Executive Committee endorsed the changes for further review by the Faculty Senate Committee on By-laws. Prof. Levine added that the Executive Committee approved the interim membership of a faculty member to the Research Committee and a post-doc to the Graduate Studies Committee; both committees are expected to propose the necessary changes to the membership by-laws for approval by the Faculty Senate no later than April 2010. The Executive Committee discussed the annual process for determining the faculty senate budget priorities. This year the Executive Committee solicits priorities that could be completed in 2 years and which would cost no more than \$100,000. Prof. Levine encouraged faculty senate standing committee chairs and all senators to submit priorities by the October 19 deadline. The written solicitation, summarizing the deliberations by the Executive Committee, which has been distributed by email, reads as such:

The Faculty Senate has proposed and rank ordered its budget priorities for each of the last two years. The administration has seriously considered the input of the Faculty Senate, and the administration has reported some progress toward the Senate's top ranked budget priorities. At its September meeting, the Faculty Senate Executive Committee discussed the process by which the Senate should determine its 09-10 budget priorities.

Two years ago the Faculty Senate determined that its top two proposed budget priorities were 1) faculty salaries and 2) an on campus child care center. These are high cost, long term investments. The administration has already made progress towards child care issues with several new family-friendly policies: the parental leave policy, funds for child care costs incurred while traveling on university business, and identifying services for sick child care. Faculty salaries remain a priority of the administration even in these difficult economic times.

Last year the Senate re-confirmed faculty salaries and a child care center as continuing top priorities, and rank ordered several secondary budget priorities. The top three secondary priorities were 1) undergraduate financial aid, 2) technology-enhanced classrooms and 3) health care initiatives for graduate students. At its recent September meeting, the Executive Committee discussed the consequences of annually reconsidering its commitment to long-term budget priorities that remain in-process and of extending the list of budget priorities beyond what can reasonably be funded.

The Provost will convene the Budget System Committee to re-examine the university's long-standing budget structure and formulas. Prof. Julia Grant, chair of the faculty senate budget committee, and other faculty member will serve on this committee. The efforts of the Budget System Review Committee provide an opportunity for the Faculty Senate to learn more about the limitations of determined revenue and expenditure cycles and to ascertain where opportunities do lie for choosing tradeoffs and funding priorities. The Executive Committee would like to see the fruition of the committee's endeavors before re-considering any high cost, long term budget priorities.

This year, the Executive Committee solicits input from faculty senate standing committees and from senators for any short-term, low cost budget priorities. Any proposed initiatives should cost less than \$100,000 and should be items that can be completed in less than two years. We ask that senators and standing committee chairs

submit priorities to Liz Woyczynski, Secretary of the University Faculty, by Monday October 19, 2009. The Budget Office will cost out the proposed budget priorities for initial review by the Faculty Senate Budget Committee. Then the proposed priorities will be rank ordered by the Senate by online ballot. The process allows for the 09-10 faculty senate budget priorities to be presented to the administration in time for the Provost's Strategic Planning meeting in early November.

Thank you for contributing to this process, and let us know if you have any questions.

Report from the Secretary of the Corporation

Colleen Trembl, deputy general counsel, summarized the September 15 meeting of the Executive Committee of Board of Trustees. The committee approved the establishment of new endowment funds and amendments to several standing endowment funds were approved. Appointments of new faculty members were approved, and the promotion and tenure of several current faculty members were also approved.

Faculty Diversity Report

Marilyn Sanders Mobley, vice president for inclusion, diversity and equal opportunity, presented the annual faculty diversity report with data from the academic years 2004-2005 to 2008-2009. The totals are for Board of Trustees approved faculty, paid by Case Western Reserve University. School of Medicine totals changed after the affiliation agreement went into effect in 2006. The report is attached to these minutes. Faculty asked about the appointment of the faculty diversity officer and commented on the need for support and mentoring for minority faculty members once they are hired. Dr. Mobley confirmed that the faculty diversity officer works in her office. She indicated that her office is assessing areas where her office can improve support for faculty; she and her staff review faculty satisfaction surveys and the information from exit interviews with faculty who leave the university. Dr. Mobley also mentioned that she recently conducted "subtle bias training" with a university promotion and tenure committee and could be contacted for further information about that. She may also conduct some focus group interviews with faculty.

Campus Security Report

Mr. John Wheeler, senior vice president for administration, Dick Jamieson, vice president for campus services gave a presentation on campus security. There were several unfortunate crimes in and around the campus this past summer; they reviewed the measures the university has taken to provide a secure environment for faculty, staff and students. The presentation is attached to these minutes. Responding to questions and concerns expressed, Mr. Jamieson said that information about security services is on the web and that camera coverage would be increased on the Case Quad this month. The Security Office has increased the number of officers patrolling on foot; faculty praised the efforts of Officer Mark Chavez in particular. A senator appealed for more foot patrols late in the evening when graduate students are leaving their labs. Another senator encouraged the administration to consider increasing the number of activities offered in Wade Lagoon; it's a beautiful location and having more activities there would improve the security.

New Business

Liz Woyczynski, secretary of the university faculty, asked on behalf of the Outside Interests Committee for a senate volunteer to serve on said committee; the committee monitors conflict of interest policies and procedures. Prof. Musil confirmed that current information about the faculty senate – meeting dates, a list of senators, and membership on each of the faculty senate standing committees - is posted on the web.

Adjournment

Upon motion, duly seconded, the meeting was adjourned at 5:30 p.m.

DRAFT

11100 Euclid Avenue
Lakeside Room 2532
Cleveland, Ohio 44106-5007

Phone 216-844-8077
Fax 216-844-7349
www.anesthesiaprogram.com

July 29, 2009

Charles Rozek, Ph.D.
Dean, School of Graduate Studies
Nord Hall 605
10900 Euclid Ave.
Cleveland, OH 44106-7027

Dear Dean Rozek,

I am writing to you to request your permission to pursue the initiation of an off-campus site in Houston, Texas, for our Master of Science in Anesthesia (MSA) Program housed within our School of Graduate Studies.

As you may know, we have been educating anesthesiologist assistants (AAs) at Case Western Reserve University since 1971 and the MSA Program was transitioned from the baccalaureate degree to the Master of Science degree in 1987. AAs are mid-level anesthesia care practitioners who work to deliver anesthesia services under the supervision of a physician anesthesiologist.

We have a long standing history of quality education of AAs and our program is held in high esteem as we have assumed our place as the preeminent educators of anesthesiologist assistants in the country. Last August I was contacted by an academic anesthesiologist from Houston who was exploring the possibility of Case Western Reserve University opening an off-campus site at the Texas Medical Center in Houston. The Texas Medical Center is the largest consortium of hospital affiliates in the world. Needless to say, Matt Norcia, MD, our Cleveland program's Medical Director, and I were honored and intrigued by the endless potential of establishing this kind of relationship with such a leader in American healthcare. The past year has been spent researching many global issues related to feasibility both in Cleveland and in Houston. The people involved in this project feel that it has a huge upside and it is now time to approach the University for formal approval. If approved, we plan to matriculate the first class in June of 2010.

Based on the fact that we have yet to hire any on-site faculty and administrative team, the administrative and curriculum details at the micro level have yet to be determined. At the macro level, the degree offering from CWRU and the curriculum will be exactly the same. The method of delivery will most likely be a mix of on-site faculty (clinical and didactic) and distance learning with some (% not known yet) didactic courses taught by our Cleveland faculty. Incidentally, all of our current Cleveland didactic faculty are in agreement with this proposal, are employed by the Department of Anesthesiology and are appointed by the School of Medicine. All clinical instruction and simulator instruction (about 70% of the entire curriculum) will be done on-site in Houston. The simulator and operating room clinical resources are ripe and abundant in Houston. I estimate that approximately 10% of the curriculum (40% of the didactic curriculum) will be taught via internet streaming video and CWRU Media Vision by Cleveland faculty. I will know more about the percentages as we commence to identify and hire Houston faculty pending approval of this proposal.

Matt Norcia and I will assume the positions of Executive Medical Director and Executive Program Director respectively and we will have direct oversight of the Houston program both now and into the future. We will remain in our rolls within the Cleveland program. We will hire an on-site Houston Medical Director and Program Director and we see our executive rolls diminishing over time as the Houston program grows and develops a robust culture consistent with our Cleveland mission and vision.

July 29, 2009

For the first several years of the program, Dr. Norcia and I will be directly involved with the admissions process and we will conduct the interview process, gradually integrating the Houston administrative team. Again, we see our roll in the admissions process diminishing with time once we are confident that the Houston administrative team is consistently matriculating applicants of the highest caliber.

The Houston team will be directly responsible for advising students and to track student performance in the classroom and in the operating room. Dr. Norcia and I will closely advise the Houston team on our Cleveland methods and our colleagues in Houston will have access to our Cleveland, on-line clinical performance evaluation system and our clinical case log database to help facilitate this process.

I hope that I have adequately explained our proposal to you. Please do not hesitate to contact me at my office, 216.844.3161, or by e-mail, joseph.rifici@UHHospitals.org, if I can be of any assistance. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Joseph M. Rifici". The signature is written in a cursive style.

Joseph M. Rifici, AA-C, M.Ed.
Program Director, Master of Science in Anesthesia Program
Clinical Assistant Professor of Anesthesiology
Case Western Reserve University School of Medicine

From: Dr. Pamela Davis [pbd@cwru.edu]
Sent: Monday, October 05, 2009 3:43 PM
To: cer2
Subject: off site MSA program

Dear Dr. Rozek,

Please allow this email to stand as a strong endorsement of the program of the Department of Anesthesiology to develop an offsite MSA program in Houston. This program will be supervised by Dr. Matthew Norcia and Joseph Rifici, who are expert because of their experience with our in-house program. This program has great potential to address the shortage of well qualified personnel in the operating rooms in our country, and our curriculum is considered by many to be the class of the field. We believe it will be a real service to branch out to another institution, since our own program is fully subscribed and cannot handle additional students, given the requirements for fully supervised clinical experience.

Thank you for your consideration.
Sincerely,

Pamela B. Davis.

--

Pamela B. Davis, M.D., Ph.D.
Dean and Vice President for Medical Affairs
Arline H. and Curtis L. Garvin, M.D., Research Professor
Biomedical Research Building
CWRU School of Medicine
2109 Adelbert Road
Cleveland, OH 44106-4948
Phone: (216) 368-2825
FAX (216) 368-2820



CASE WESTERN RESERVE
UNIVERSITY

WEATHERHEAD SCHOOL OF MANAGEMENT

N. Mohan Reddy
Dean and Albert J. Weatherhead, III
Professor of Management

Dean's Office
10900 Euclid Avenue
Cleveland, Ohio 44106-7235

Visitors and Deliveries
Peter B. Lewis Building 350

Phone 216.368.1156
Fax 216.368.2845
E-mail mohan.reddy@case.edu

May 6, 2009

Charles Rozek
Dean
School of Graduate Studies
Case Western Reserve University
Cleveland, OH 44106

Dear Chuck,

I write in support of Professor Bo Carlsson's request for changing the name of the Executive Doctor of Management degree (EDM). The change to a Doctor of Management (DM) has been under consideration for over two years and was recently approved by the faculty (April 15, 2009).

The EDM Program initiated in 1995, was designed as a practitioner doctorate, the first of its kind in the United States. We have over 130 EDM alumni in most every walk of professional life, including government, academia and social service organizations. We continue to be impressed with the quality of applicants this program has attracted, and the research record it has compiled. As an example, 70% of the recent graduating class presented papers at the Academy of Management.

We have had repeated requests to reconsider the degree designation, and strong sentiment on dropping the "E" from the EDM. The Executive prefix, it is felt, does not clearly communicate the rigorous nature of the degree and has often led to confusing interpretations. The EDM students and alumni polled, the program faculty and the school faculty as a whole, are strongly supportive of this change. By effecting the proposed change we will be making our program designation consistent with that of other practitioner doctorates (psychology, nursing and education), and retaining the distinction from our PhD programs. Please note that there is no change to the focus, structure, or to the content of the program. Please let me know if I might provide any additional information and look forward to an early response.

Sincerely,

A handwritten signature in cursive script that reads "Mohan Reddy".

N. Mohan Reddy

Request to Change the Name of the
Executive Doctor of Management Degree to
Doctor of Management

Weatherhead School of Management
Case Western Reserve University
March 7, 2009

Rationale for the Name Change Request

The Weatherhead School of Management is in a unique leadership position in post-MBA education with its Executive Doctor in Management (EDM) Program. The EDM program is now in its thirteenth year and is recognized by other management schools worldwide and by the AACSB (2002, 2003) as a model of post-MBA education for practitioner scholars. We draw students nationally and internationally from Asia, Africa and Europe as well as Central and South America.

The EDM is the first residency-based doctoral program for experienced executives. We had hoped to establish the EDM name as the standard degree for post-MBA education. That goal has been partially met in that the Weatherhead EDM is recognized as the leading executive doctoral program, and is now being emulated by other universities.

However, the fact that competing programs are now emerging represents an important change in the competitive landscape and poses significant challenges for us. The new programs that are being established in the United States as well as in Europe and Asia are adopting the more familiar degree name of DBA (Doctor of Business Administration). Meanwhile, the number of executive programs in business has mushroomed since the launch of the EDM in 1995, so that the "Executive" designation of our degree no longer offers the distinction it once did. In fact, in the view of many of our students and alumni, the "E" lowers the value of the degree. Having explored the option of changing our degree to a DBA and found that option unavailable, the EDM faculty believes that it is now necessary to change the name of the degree and therefore unanimously recommends that the name be changed from Executive Doctor of Management (EDM) to Doctor of Management (DM).

The proposed name change would require no other changes in our current program. New students enrolling in the program would receive a DM degree upon completion of all the current requirements. Once the name change is approved, current students would have a choice between the EDM and the DM degree. Alumni would be issued a certificate confirming the name change, but their degree would still be the EDM.

To be presented to the Faculty Senate for approval on October 26, 2009

WHEREAS, the Faculty Senate Executive Committee empanelled the *ad hoc* Committee on University-Level Faculty Committees on October 10, 2008; and

WHEREAS, the *ad hoc* Committee on University-Level Faculty Committees was charged with examining the number, composition, charges, and methods of nomination and selection of members of such committees and making recommendations to improve the efficiency and effectiveness of university-level faculty governance while preserving and strengthening the commitment to democracy and transparency; and

WHEREAS, the final report of the *ad hoc* Committee on University-Level Faculty Committees was endorsed by the Executive Committee on April 16, 2009 and approved by the Faculty Senate on April 27, 2009; and

WHEREAS, the *ad hoc* Committee on University-Level Faculty Committees shall therefore implement its recommendations by 1) presenting amendments to the Faculty Handbook for review by the Faculty Senate Committee on By-laws and 2) presenting amendments to the Faculty Senate By-laws for review by an *ad hoc* Committee, 3) issuing written recommendations to faculty senate standing committees and 3) presenting a resolution to the Faculty Senate; and

WHEREAS, the *ad hoc* Committee on University-Level Faculty Committees strongly endorses the importance of faculty representation on university-level committees,

NOW THEREFORE, IT IS HEREBY RESOLVED THAT:

- 1) The Faculty Senate asks that university administrators seek the advice and involvement of relevant faculty senate standing committees.
- 2) The Faculty Senate asks that university administrators who need to convene standing or *ad hoc* committees with charges that overlap the charges of faculty senate standing committees should include faculty members from the relevant faculty senate committees. And when possible, administrators should appoint a faculty co-chair who is either the chair or a member of the relevant faculty senate standing committee.
- 3) The Faculty Senate asks that university administrators who convene standing or *ad hoc* committees that require faculty membership should consult the chair of the Faculty Senate and/or the chair of the Faculty Senate Nominating Committee for suggested faculty membership.

Proposed Faculty Senate Budget Priorities, to be priced, then ranked
All initiatives must cost under \$100,000, and be completed in two years

Proposal	Proposer	Estimated Cost
<p>Enhance competitiveness for attracting outstanding graduate students by providing an additional \$25,000/year for a graduate student stipend whose tuition would be paid by his or her home department. There would be just four awards, however a big response could illustrate the ongoing need for improving graduate student support.</p>	<p>Faculty Senator Cynthia Beall</p>	
<p>Enhance the global expertise and awareness of graduate students by supporting study or research outside the US in a university or community setting. Say, \$10,000/student (not applicable for a student returning to his or her home country). Again, a few awards are likely to generate great interest and demonstrate need and interest.</p>	<p>Faculty Senator Cynthia Beall</p>	
<p>Provide training to faculty and students on how to effectively communicate their work to the broad public.</p>	<p>Faculty Senator Cynthia Beall</p>	
<p>To avoid the heavy usage of plastic disposable water bottles, we should distribute to all students, staff and faculty, reusable metal water containers. In addition, we should have 'jugs' of purified water available everywhere so that folks can re fill their bottles.</p>	<p>Faculty Senator and Chair-Elect Alan Levine</p>	
<p>With the new branding effort almost complete, and new logos as well, we should distribute to all faculty and staff who use them, free: correctly branded letterhead and business cards., so that that the brand will go into immediate use, instead of waiting until current supplies get exhausted, which may take years.</p>	<p>Faculty Senator and Chair-Elect Alan Levine</p>	
<p>The School of Dental Medicine (SDM) is the only CWRU entity that provides direct patient care to the community. Over the years, the availability of parking has eroded to the point that some of our patients have called from their cars to cancel appointments because they could not find parking. This is especially problematic for patients with disabilities that limit their mobility.</p> <p>This past summer when Lot 55 was closed for repairs, Parking Services experimentally reserved 25 spaces in Lot 409 (sandwiched between Euclid Avenue and Mayfield Road) for SDM patients. This has been a workable solution for some of our patients, but Lot 409 is a considerable distance from the SDM and is not feasible for disabled and elderly patients.</p> <p>We would like to combine use of an outlying lot with CWRU shuttle access to the School of Dental Medicine.</p> <p>Although we feel that most patients who are likely to use the service would be willing to pay reasonable fees for parking, some CWRU financing would probably be needed, and Case Access Services would have to be directed to permit our patients access to the shuttles. Case School of Dental Medicine is one of the CWRU jewels that connect the university with surrounding communities. This is consistent with a longstanding goal of our university and we respectfully submit this proposal for consideration. (SODM Senators)</p>	<p>Faculty Senators from the School of Dental Medicine</p> <p>Angela Graves Benjamin Schechter Sorin Teich</p>	

<p>The Research Committee recommends \$50,000 to be used to help pay for 1/2 of a post-doc and the rest of the 30% for the database programmer in the Research Computing Center. The Research Committee felt it was important to support this University entity and would like a way to track the success of the \$50,000 (were it to be given). Publication and awarded grant numbers would be acceptable tracking metrics.</p>	<p>Faculty Senate Research Committee, chair Prof. Mark Chance</p>	
<p>The Faculty Senate Committee on Women Faculty requests funds in the amount of \$25,000 per year for two years to set up opportunities for women faculty to network, establish mentoring relationships, and learn career development strategies, perhaps at a series of luncheons or over cheese and crackers in the late afternoon. These activities will be staffed by the Flora Stone Mather Center for Women as part of its Women Faculty Leadership Development Initiative, recently funded by the Office of the Provost. The Senate-sponsored activities will be so-labeled and driven by the Senate Committee on Women Faculty.</p> <p>The Senate Committee will invite speakers and workshop leaders who are experts with regard to women faculty development to conduct workshops on campus. Such topics as time management, work/life balance, mentoring, negotiation, and leadership skills will be covered. Receptions and informal networking lunches will also be planned to encourage and help women faculty network and develop mentoring relationships. The Senate Committee will also have a representative sit on the faculty advisory group that advises on the overall leadership development initiative.</p>	<p>Faculty Senate Committee on Women Faculty , chair Prof. Betsy Kaufman</p>	
<p><u>Outcome assessment:</u> CWRU is required to develop and employ practices to ensure that the undergraduate academic programs are meeting their objectives. To aid the undergraduate programs build effective outcome assessment processes, a two-year outcome assessment stimulus project is proposed. Herein, CWRU would obtain the services of a part-time consultant who would work with the various academic programs to assess their status in regard to outcome assessment, provide guidance on how to build good practices, and aid these programs to implement any necessary changes as indicated by the assessment results. Although the University is investing in electronic tools to aid facilitate data collection for assessment (e.g., an e-Portfolio system), there have not been any initiatives that prepare the faculty for using these tools, such as helping the faculty articulate assessable educational outcomes for their courses, specifying the type of assessment data to obtain, or analyzing assessment results. This outcome assessment stimulus project is intended to remedy this shortcoming. Project Duration: 1 year</p>	<p>Faculty Senate Committee on Undergraduate Education, chair Prof. Gary Chottiner</p>	<p>\$100,000 (Includes: Consulting services and travel - \$75,000; assessment materials and guides - \$10,000; faculty workshops and events - \$15,000)</p>

<p><u>Undergraduate advising:</u> Because advising was identified by our undergraduates as the area with the most pressing need during the Strategic Planning implementation process, the Provost established an advising review committee in Spring 2009. The committee was charged to evaluate the current system of undergraduate advising at CWRU and to make recommendations that would both enhance student satisfaction with the advising process and provide students with better access to information and assistance with academic matters. The committee made several recommendations, some of which are currently being implemented, but others of which have been shelved due to lack of available funding. A two-year project aimed at enhancing the culture of academic advising at CWRU is proposed. Consistent with the recommendations of the advising review committee, and following the model successfully utilized by UCITE to stimulate innovations in teaching, a pool of funds will be established to seed good undergraduate advising practices. Small grants will be made available to individual faculty members or departments to build, assess, and reward successful innovative approaches to undergraduate advising.</p> <p>Project Duration: 2 years</p>	<p>Faculty Senate Committee on Undergraduate Education, chair Prof. Gary Chottiner</p>	<p>\$50,000 (Includes: 5-10 demonstration project grants, awarded on the basis of faculty/department proposals)</p>
---	--	---

<p>In response to the request for proposals for short-term, high-impact and relatively low-cost budget priorities, we propose that the Kelvin Smith Library acquire the Espresso Book Machine®, a print-on-demand device that produces library quality paperbacks at low cost, printed directly from digital files for the reader in minutes. It has been described as an "ATM for books." It prints, binds and trims a single-copy library-quality paperback book with a full-color paperback cover.</p> <p>Although originally marketed to bookstores for point-of-sale production of out of stock titles, On Demand Books, the producer of the Espresso Book Machine, has recently begun selling these devices (about the size of a large photocopy machine) to libraries. Case Western Reserve University would be among the first university libraries in the United States to own the machine; only the University of Michigan has it at present. The New Orleans Public Library is using the Espresso Book Machine to compensate for the devastating loss of its collections from Hurricane Katrina. McGill University Library and the Bibliotheca Alexandrina in Egypt are other notable libraries using the device.</p> <p>On Demand Books has licensed a catalog of 1.6 million titles for production with the Espresso Book Machine, and recently signed an agreement with Google to provide access to over two million public domain books directly to consumers through the Espresso Book Machine. It can be anticipated that when the Google Books settlement is approved, there will be additional millions of titles made available for out-of-print and "orphan" titles that are otherwise unavailable.</p> <p>The Espresso Book Machine will provide to Case Western Reserve University faculty and students the ability to gain almost immediate on-site access to printed copies of books not otherwise available in the campus libraries. There are two business models that will be explored: (1) Requested titles for research can be printed on demand and lent to the library user; once the user is finished, the book is cataloged and retained in the library collection. (2) If desired, the requested title can be purchased at modest cost by the user, and the requestor keeps the book. The second option might be very desirable for a faculty member with a long-term need for the book. Other options can be imagined: printing on-demand multiple copies of public domain texts used for classes, reproduction of university archival materials; self-publishing, etc.</p> <p>The cost of the Espresso Book Machine is approximately \$100,000. The staffing requirements are minimal, since the machine is designed to be fully automated. We recommend that it be placed in the Freedman Center of KSL. Kelvin Smith Library will absorb into its budget the costs of maintenance and consumables.</p>	<p>Faculty Senate Committee on University Libraries, chair Prof. Peter Haas</p>	<p>\$100,000</p>
---	---	------------------

<p>FSCIR is seeking for an acceptance and allocation for 2010-2011 on a research and educational initiative for data visualization.</p> <p>The applied funds will be used for creating an alliance (like the highly successful HPC alliance) and using these funds to match funds available and applied by the researchers to acquire visualization tools and hardware and to organize seminars and workshops on the topic. The importance for the whole research community is explained below.</p> <p><i>Much computationally intensive research at CWRU involves simulation and generates large amounts of numerical data. Simulations at CWRU are carried out in contexts that include intergalactic space, planetary structures, combustion, fluid flow, nanomaterials, and molecular dynamics. Interpretation of these large volumes of simulation-generated data can be carried out through statistical analysis, but additional insight is often possible through the use of scientific data visualization: presentation of the data in a visual form. Visualization of data representing simulated phenomena in the physical world has wide appeal among researchers as it provides them with the ability to gain insight into the three-dimensional structures that their data represents. Animated visualization of time series data can similarly provide new insight into temporal trends inherent in the data. Visualization is useful in the humanities and social sciences in areas such as movement of cultural phenomena through space and time as well as basic population dynamics. In medical research visualization can be used in applications ranging from protein folding to disease spread through international populations. Visualization can be used to make research results more accessible to non-experts, thereby assisting the faculty and the university to more effectively promote the research to potential donors and the general public.</i></p>	<p>Faculty Senate Committee on Information Resources, chair Prof. Kalle Lyytinen</p>	<p>\$100K</p>
<p>To facilitate interdisciplinary collaboration and enhance the University's environmental agenda, it is proposed that an interdisciplinary conference on "Environmental Issues Impacting Health: Regional to Global" be held for Case Faculty in 2011. The purpose of the conference will be to increase faculty awareness and to engage faculty in interdisciplinary planning on how we can incorporate environmental principles into our curriculum. Dorr Dearborn, Ph.D., M.D., Mary Ann Swetland Professor and Chairman, Department of Environmental Health Sciences, expresses his support for the conference.</p>	<p>Faculty Senator Susan Tullai- McGuinness</p>	
<p>That \$90-95k be used to establish a "Professional Development" fund that would be made available for Travel, Conference registration and/or memberships in professional organizations. Many of our faculty members currently either do not attend meetings due to lack of resources or pay for such activities from their own pocket.</p>	<p>Faculty Senate Committee on Faculty Compensation, chair, Prof. Mark Smith</p>	

<p>That \$5-10k be used to investigate whether "Elder Care" could be added as a benefits option that faculty/staff could obtain. A number of other institutions offer this and the committee felt this should be made available at CWRU. Costs would be to research and, if appropriate, implement this.</p>	<p>Faculty Senate Committee on Faculty Compensation, chair, Prof. Mark Smith</p>	
<p>The FSCUE requests the Faculty Senate Budget Committee provide funding for a study of increases in international undergraduate students to determine the most effective means for successfully affecting such increases.</p> <p>The FSCUE proposes the hiring of external consultants to</p> <ul style="list-style-type: none"> - Examine the University's rationale and purposes related to an increase in international students. Benefits and possible risks/concerns would be developed. - Convene discussion/focus/analysis groups including, but not limited to <ul style="list-style-type: none"> o Students o Faculty from the constituent schools/colleges o Administrative groups, including administration for Student Life, Undergraduate Studies, International Student Office, SAGES, Advising, Undergraduate Admissions and Financial Aid - Investigate the practices and experiences of other universities. - Determine the most effective practices for the University with regard to increasing the number of international students. - Outline the resources necessary to be successful. <p>The FSCUE suggests a four to six month time frame for the study, to begin as soon as possible. The cost would be expected to be \$40,000 to \$50,000.</p>	<p>Faculty Senate Committee on Undergraduate Education, chair, Prof. Gary Chottiner</p>	
<p>Funding for a "Greatest Challenges" symposium under the Human Health initiative. One potential theme could be health technology and affordable health care. The idea would be to recruit 3-5 very highly visible persons to campus. This must be integrated with classes so as to engage undergraduate and graduate students. This could inspire our university community and increase external recognition. It is likely that such events will be favorably remembered by alumni years after attending the university.</p>	<p>Faculty Senator, David Wilson</p>	

<p>Funding to support multi-disciplinary design by undergraduate students. There is a pilot program within CSE this year. Many other schools could participate in this program; e.g., Nursing, Dentistry, Arts and Sciences, Management, etc. Funds would be used to staff personnel and to create central conference and lab space for the program.</p>	<p>Faculty Senator David Wilson</p>	
<p>Funding to increase diversity of our graduate student population. There are several potential ideas. First, we could fund first year graduate students. There are specialized funding sources available in later years, but we need up front funding to recruit the best students. Second, we could fund professors and/or staff to attend recruiting events around the country. Third, we could fund specialized “professional training” programs to attract potential candidates to Case. Examples of this exist now around the country. Priorities should be set by Dr. Mobley.</p>	<p>Faculty Senator David Wilson</p>	
<p>Support undergraduate students to attend conferences. This will increase the pride of students and gain Case national recognition. (A model is the Case BME program which funds 15-20 undergraduate students per year to attend the annual Biomedical Engineering Society Conference and give presentations. It has been noticed by our colleagues that the Case undergraduate group gives more presentations than students from any other institution, and that they proudly wear Case BME tee shirts at the conference.)</p>	<p>Faculty Senator David Wilson</p>	
<p>Improve the websites for the Faculty Senate and important documents contained within, such as the Faculty Handbook, and the Faculty Senate By-laws.</p> <p>The Office of Marketing and Communications has shared the new university web templates for offices – and off-campus web designers, hired at office expense – to update their websites.</p> <p>Working with the Committee on By-laws and the Executive Committee, the Secretary of the University Faculty would hire an outside web designer to improve accessibility, professionalism of websites for critical documents and faculty senate activities.</p>	<p>Committee on By-laws, chair, Prof. Christine Cano</p>	<p>\$5,000</p>