

CASE INSTITUTE OF TECHNOLOGY



UNIVERSITY CIRCLE  
CLEVELAND, OHIO 44108  
SWeetbriar 5-1000

Office of the President

February 10, 1967

To Faculty and Staff Members of Case:

The enclosure, Planning the Federation I, has been prepared to describe the initial procedures by which we plan to deal with the federation process. The reader will recognize that all questions are not addressed in this document, and should understand why this is neither desirable nor possible at this time.

I shall be glad to answer questions on this at the Faculty Meeting.

Sincerely,

Robert W. Morse  
President

RWM:gt



## PLANNING THE FEDERATION I

In January the Boards of Case and Western Reserve announced their intent to federate the institutions into a new university to be called Case Western Reserve University. This is a momentous decision in the history of our institutions which have existed side-by-side since 1880. It is a step which provides a promising framework for the future.

Many questions internal to the institutions must now be addressed. Answers must be found to the questions: What will be changed, and what will not? Who will decide, and by what method? What should the Faculties be planning? How is administration to be carried out? This document was prepared to help answer some of these questions, and to initiate methods by which answers will be found to others.

The ultimate purpose of federation is clear: to produce a more significant total university than could be accomplished by separateness. This significance is to be measured by the vitality and quality of our educational and research activity, not by size alone. Federation does not alter the basic goals and commitments of either institution; rather it should be judged as a unique opportunity to expand them. Neither is economy the purpose of federation although one should expect greater efficiency in the use of resources. In the long run, more resources will be required, not less. And it should be remembered that new resources will come primarily from new opportunity and vitality.

Because our undertaking is unprecedented we must find our own ways to proceed. This will take inventiveness, understanding and cooperation from a great many people. We cannot and should not expect everything that needs to be done, to be done at once. And we cannot slow our present activity and growth while we draw up some master plan.

Therefore, it should be clear that "federation" must be a process and cannot be an event. The first part of that process is to provide the legal and policy framework within which Case Western Reserve University can function. It is expected that this will come into existence about July 1, 1967. At that time a new Board of Trustees and a Board of Overseers will be named, a President and Chancellor will be designated, and the core of a new central administration will be formed. But it is not necessary on "F-day" to have an instantaneous massive reorganization. Indeed, after F-day the many educational and research obligations of the two institutions will remain unchanged and must continue to be met as before. That is to say, after F-day the student, academic, faculty and administrative structures of Case and Western Reserve will continue to function as before until deliberate steps are taken to modify them. Such steps will take place over time and with the full participation of the appropriate parties, whether they be trustees, faculty or students.

The philosophy guiding the process of federation is perhaps best described by addressing several important questions in turn:

Faculty Organization - One of the essential functions of a Faculty is to discharge the responsibility for educational matters which is traditionally delegated to the faculty by the trustees. A Faculty, therefore, is a legislative body responsible for setting educational requirements and determining how such requirements shall be met. Each of the Case and the several Western Reserve Faculties is a legislative body having jurisdiction over specific educational programs, and having methods of governance by which it discharges its educational responsibilities and modifies its own structures. Since the educational responsibilities of both institutions continue undiminished and unchanged under federation, these Faculties as governing bodies must have continuity. Changes in the various curricula and changes in these Faculties can only take place through the "legal" faculty mechanisms that already exist.

It is important, therefore, that the Case and Western Reserve Faculties continue to function as independent governing bodies until, by working together, they modify themselves into a single integrated structure.

These modifications clearly will take time. Since this is a unique opportunity for a university faculty to ask fundamental questions about its organization and its relationship to undergraduate and graduate education, thoughtfulness is more important than haste.

For the interim, however, there must be a temporary mechanism which helps identify the issues and stimulates the Faculties to work on them through existing or newly created committees. This will be one of the principal functions of the Faculty Council on Federation, the proposed charter of which is described in Appendix A.

Academic Program Planning - This heading is intended to describe the iterative process by which an educational institution as a whole develops and makes commitments to specific programs: i. e., plans, determines administrative mechanisms, develops resources and commits them. The process involves a close working relationship between faculty members, administrative officers, and often the trustees. If changes in existing educational programs are involved, or new ones are introduced, the Faculty as a legislative body also must be involved.

Since the planning of new academic and research programs, or modification of existing ones, are an inevitable and desirable consequence of federation the method for doing this must be clear.

One can assume as a general principle that program planning should be done primarily by those who will "operate" them: i. e., carry out the programs, working with those who will administer them. With this in mind, it is clear that there are many major elements of the federated university where there already exists a coincidence of "planning" and "operating", and where the adjustment to federation can be made essentially without special steps. Examples of this are found in Medicine, Law, Engineering, etc. Principal exceptions are found in the social, behavioral and organizational sciences, and in the humanities and fine arts.

During the process of federation we propose to ensure the coordination of current operations with future planning by the designation of "Coordinators" in certain broad areas. These Coordinators, with the two Presidents, will compose an Administrative Council on Federation, the function of which will be described in more detail subsequently.

In the sciences, steps are already being taken with astronomy, biology, chemistry, geology, mathematics and physics to bring the administrative operation and the future planning, including space needs, within the same structure. These six departments will be brought together administratively under a single officer. John A. Hrones will serve as Coordinator for Science and Technology, an area which will include these six departments, the Department of Metallurgy, the Division of Engineering and the four Case Centers.

In the social, behavioral and organizational sciences and in the humanities and fine arts the situation is obviously more complex. Therefore, there is no intention to make radical changes in operations until the most desirable patterns are clear. No attempt will be made to unify programs or academic administration between the two institutions until the situation has been thoroughly studied.\* Thus, for example, the Case Department of Humanities and Social Studies will continue to operate within its present framework and discharge its responsibilities to the Case curriculum at both the undergraduate and graduate levels until modified by deliberate action after recommendations are developed which take into account the interrelationships among faculty, curricula and academic organization.

\* An obvious exception to this is the Joint Program in Philosophy. Since for all practical purposes, this already operates as a single department of Philosophy, steps will be taken to administer this within a single department after federation.

Even though future organizational patterns may be unclear at this time, there is a clear need for unification of planning and discussion in the areas of the social, behavioral and organizational sciences and of the humanities and fine arts. Moreover, it is felt that this unification of planning should encompass not only the departments of specialization but also the professional and graduate programs closely related to these disciplines. It is obvious, for example, that conclusions regarding any new urban programs should emerge from a planning framework which includes the appropriate basic disciplines as well as related professional schools and departments.

In order to accomplish unification of planning in these areas the two Presidents have set up the positions of Coordinator for the Social and Behavioral Sciences and Coordinator for the Humanities and Fine Arts. They will be provided special staff assistance and will be responsible for the promotion of studies and the development of plans and recommendations in their respective areas. They will be members of the Administrative Council on Federation. The appointments are as follows:

Social and Behavioral Sciences

Herman D. Stein, Coordinator  
Bela Gold, Deputy  
Bertram B. Masia, Deputy

Humanities and Fine Arts

Lester G. Crocker, Coordinator  
Harvey Buchanan, Deputy  
John S. Diekhoff, Deputy

The charters of these Coordinators are contained in Appendix B and C.

During the process of federation, Alan R. Moritz will serve as Coordinator for the Health Sciences, which will include the Schools of Dentistry, Medicine, and Nursing, and the programs in Physical Therapy and Nutrition.

For the interim, the Schools of Law and Library Science will be dealt with independently.

Students and Programs - The existing patterns of undergraduate housing and both curricular and extracurricular programs will not be changed radically by the fact of federation. The changes that will occur will take place deliberately and with the participation of those affected. It is expected, for example, that students in the federated university will continue to be admitted directly into the existing undergraduate colleges. That is not to say, however, that there may not be great eventual benefit in a coordinated admissions program.

Obviously there are a great many problems, such as the one mentioned, involving students and their programs which will need to be identified and addressed during the federation process. In order to identify such problems and to work with existing officers at both institutions, the Presidents have designated Frank M. Hurley to serve as Coordinator in the area of students and programs. He will bring together counterparts from both institutions within this area, will identify problems which need action or resolution, and will make recommendations as required.

Business and Supporting Services - The Trustees have already directed the Presidents to make plans for the unification of the business and supporting services of the two institutions. In order to draw up such plans the Presidents have appointed Henry W. Spitzhoff as Coordinator for this function, with Donald Faulkner as Deputy. In the interim, as Coordinator for Business and Supporting Services, Mr. Spitzhoff's responsibilities are summarized in Appendix D. He will be a member of the Administrative Council on Federation and will bring recommendations to that group for any necessary action.

Continuity of Academic Administration - It will be essential during the process of federation to ensure continuity of academic administration. To do this existing patterns of administration will be continued until the needs of the future are identified and satisfied. Decisions in the near future must also be taken concerning the functions and form of the new "central" administration. In doing this, every attempt will be made to promote decentralization of academic function and to centralize only those planning, management and coordinating functions which are clearly advantageous to deal with on a university-wide basis.

In order to have a central administrative review and advisory body concerning the federation, an Administrative Council on Federation has been formed. Initially this Council will consist of the Presidents and the Coordinators previously mentioned. This Council will advise the Presidents on all matters of academic administration related to federation. This group will be supported by a special staff which will prepare and maintain a comprehensive plan for federation.

Summary - Many of the methods and procedures for planning during the early process of federation have been mentioned in the preceding discussion. The specific mechanisms are summarized below.

The Joint Trustee Committee

Case Institute of Technology -

Elmer L. Lindseth, Chairman, Board of Trustees  
Herbert E. Markley, Trustee  
Kent H. Smith, Honorary Trustee  
Robert W. Morse, President

Western Reserve University -

Clyde Foster, Chairman, Board of Trustees  
Frank Schoenfeld, Trustee  
Edward deConingh, Trustee  
John S. Millis, President

The Faculty Council on Federation

John S. Millis, President, Western Reserve University  
Robert W. Morse, President, Case, Vice Chairman  
Five faculty to be selected from each institution

The Administrative Council on Federation

Robert W. Morse, President of Case, Chairman  
John S. Millis, President of Western Reserve, Vice Chairman  
Alan R. Moritz, Provost of Western Reserve, Coordinator  
for Health Sciences  
John A. Hrones, Provost of Case, Coordinator for Science  
and Technology  
Herman D. Stein, Dean, Western Reserve, Coordinator for  
Social and Behavioral Sciences  
Lester G. Crocker, Dean, Western Reserve, Coordinator  
for Humanities and Fine Arts  
Frank H. Hurley, Dean, Western Reserve, Coordinator for  
Students and Programs  
Henry W. Spitzhoff, Vice President, Case, Coordinator for  
Business and Supporting Services

The Coordinators

Social and Behavioral Sciences -

Herman D. Stein, Coordinator  
Bela Gold, Deputy  
Bertram B. Masia, Deputy

Humanities and Fine Arts -

Lester G. Crocker, Coordinator  
Harvey Buchanan, Deputy  
John S. Diekhoff, Deputy

Health Sciences -

Alan R. Moritz

Science and Technology -

John A. Hrones

Students and Programs -

Frank H. Hurley

Business and Supporting Services -

Henry W. Spitzhoff, Coordinator  
Donald Faulkner, Deputy

In addition the Study Commission staff will give assistance and provide support to any of these groups as required.

February 10, 1967



## APPENDIX A

### Charter for Faculty Council on Federation

To review the over-all educational objectives, faculty organization, and faculty procedures of the present Case Institute of Technology and Western Reserve University in light of federation, and then to

- A. Serve as a faculty body to stimulate and coordinate faculty participation in the process of federation by:
  1. Promoting and implementing communication and discussion among the Faculties as well as between faculty and administration.
  2. Advising upon educational and administrative plans originating from other groups.
  3. Working in close cooperation with the Administrative Council on Federation.
- B. Develop and recommend plans to the administration and Faculties on the over-all faculty structure of the federated university, on the allocation of its responsibilities and authorities, and on its organization, procedures and by-laws.
- C. Work with the present Case and Western Reserve Faculties to bring these Faculties within a single framework under such plans as are adopted.

## APPENDIX B

### Charter for Coordinator for Social and Behavioral Sciences

Background: Both Case and Western Reserve University have a variety of resources in the social, behavioral and organizational sciences and related professional activities. It is not planned that administrative or program changes will be required immediately by federation. Nevertheless, new and profitable opportunities are opened by federation and so an immediate mechanism must be provided for study and planning which promote future developments.

In order to provide an integrating focus for future plans in this broad area a Coordinator for Social and Behavioral Sciences, with appropriate deputies and staff support will be designated. The Coordinator will initiate studies and consultations within Case and Western Reserve University leading to recommendations which recognize the following objectives:

The promotion of outstanding undergraduate education in the social, behavioral and organizational sciences.

The promotion of high quality research and graduate education in the basic disciplines of the social, behavioral and organizational sciences.

Maximum utilization of these resources in promoting broader university objectives, particularly in professional education and research in fields dependent on these basic disciplines.

The promotion of high quality programs and activities in applied and professional activities involving the social, behavioral and organizational sciences.

The importance of having the activities of the federated university provide leadership and stimulation in meeting the urban and economic problems of Cleveland and this area of the nation.

Responsibilities: The Coordinator will be responsible to the Presidents of Case and Western Reserve University and ultimately to the President of Case Western Reserve University. He will:

Promote, guide and review studies regarding the future development of social, behavioral and organizational science activities of the federated university.

Consider and make recommendations on future administrative organizations for this area.

Serve as a single point of review for suggestions and proposals in all university activities related to this area.

Plan the development of a comprehensive five-year institutional plan for the social, behavioral and organizational sciences and related activities.

Serve as a member of the Administrative Council on Federation.

In carrying out these responsibilities the Coordinator will:

Ensure maximum involvement and consultation of relevant faculty and administration, employing existing faculty and administrative organizations in so far as possible.

Set up special studies groups or use outside consultants as necessary.

## APPENDIX C

### Charter for Coordinator for Humanities and Fine Arts

Background: Western Reserve University has a wide range of resources and programs in the humanities and fine arts; Case has a single integrated department of humanities and social studies which includes special graduate programs and retains special undergraduate responsibilities. It is not planned that major organizational or program changes will be immediately required by federation. Nevertheless, it is hoped that federation not only will provide an incentive for major strengthening of programs in the humanities and the arts but will also stimulate new approaches to undergraduate education, and will promote more vital relationships with other resources within University Circle.

In order to provide an integrating focus for future plans a Coordinator for Humanities and Fine Arts, with appropriate deputies and staff support, will be appointed. The Coordinator will initiate studies and consultations within Case and WRU eventually leading to recommendations which will recognize the following objectives:

The promotion of distinctive undergraduate courses and programs which will support not only the traditional goals of liberal education but will give special recognition to the needs of pre-professional students.

The promotion of high quality scholarship and graduate education in and related to the humanities and fine arts.

Take full advantage of the rich resources contained within University Circle by encouraging maximum cooperation and mutual sharing of resources with other institutions.

Responsibilities: The Coordinator will be responsible to the Presidents of Case and Western Reserve University, and eventually to the President of Case Western Reserve University. He will:

Promote, guide and review studies regarding the future development of the humanities and fine arts in the federated university. In this full account should be taken of the relationship of other institutions in University Circle.

Consider and make recommendations on the future administrative organizations for the humanities and fine arts.

Serve as a single point of review for suggestions and proposals.

Plan the development of a comprehensive five-year institutional plan for the humanities and fine arts.

Serve as a member of the Administrative Council on Federation.

In carrying out these responsibilities the Coordinator will:

Ensure maximum involvement and consultation of relevant faculty and administration, employing existing faculty and administrative organizations in so far as possible.

Set up special studies groups or use outside consultants as necessary.

## APPENDIX D

### Charter for Coordinator for Business and Supporting Services

To assist the Presidents in directing a review of the organizations, policies and practices dealing with administrative and financial matters within the several components of the federated University so that plans having university-wide uniformity or compatibility can be developed and implemented.

This digital copy was produced by the Case Western Reserve University Archives in June 2007 as part of a web site celebrating the Fortieth Anniversary of Federation.

Original documents from the University Archives were scanned at 300 ppi, black and white, uncompressed, TIFF images. The images were OCR'ed and converted to PDF using Adobe Acrobat Professional version 8.1. Copies reproduce the original as closely as possible. They are not edited to remove blemishes or aging effects. Blank pages were not scanned.

Please send questions or comments to  
University Archives  
Case Western Reserve University  
[archives@case.edu](mailto:archives@case.edu)  
216-368-3320

Copyright 1967 Case Western Reserve University