Faculty Senate Meeting
Tuesday, March 31, 2015
3:30 p.m. - 5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30 p.m.	Approval of Minutes from the February 26, 2015 Faculty Senate meeting, *attachment*	R. Savinell
	President's and Provost's Announcements	B. Snyder B. Baeslack
3:35 p.m.	Chair's Announcements	R. Savinell
3:40 p.m.	Report from the Secretary of the Corporation	P. Poulos
3:45 p.m.	Report from the Executive Committee	S. Russ
3:50 p.m.	Proposed English Language Proficiency Policy, *attachment*	R. Bischoff
4:05 p.m.	Financial Aid Policy, *attachment*	R. Bischoff
4:25 p.m.	MA in Research and Theory in Social Welfare (MSASS), *attachment*	E. Tracy A. Townsend
4:30 p.m.	Major in Business Management (WSOM) *attachment*	J. Johnson
4:35 p.m.	Tobacco Free Campus Policy Update	E. Click
4:55 p.m.	FSCICT Report	A. Herin

Faculty Senate Meeting
Tuesday, March 31, 2015
3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

Members Present

Alexis Abramson
Bud Baeslack
Cynthia Beall
Karen Beckwith
Susan Case
Juscelino Colares
Colleen Croniger
Heath Demaree
Robin Dubin
Mitch Drumm
Karen Farrell
Peter Harte
Angelina Herin
Susan Hinze
Megan Holmes
Jean Iannadrea
Xiaoyu Li
William Merrick
Carol Musil
Roy Ritzmann
Andrew Rollin
Sandra Russ
Robert Savinell
Benjamin Schechter
Divya Seth
Barbara Snyder
Glenn Starkman
Philip Taylor
Elizabeth Tracy
Rebecca Weiss
Stuart Youngner
Amy Zhang
Richard Zigmond
Christian Zorman

Members Absent

Joseph Baar
Timothy Beal
Cathy Carlin
David Carney
Queenie Cheong
Nicole Deming
Peg DiMarco
Scott Fine
T. Kenny Fountain
Carol Fox
Jessie Hill
Lee Hoffer
David Hussey
Zina Kaleinikova
Kurt Koenigsberger
Lisa Lang
Kathryn Mercer
Sonia Minnes
Diana Morris
Rakesh Niraj
Martin Palomo
Pushpa Pandiyan
Mary Quinn Griffin
John Ruhl
Alan Tartakoff
Horst von Recum
Mark Votruba
Gillian Weiss

Others Present

Chris Ash
David Fleshler
Nancy Dilulio
Arnold Hishron
Barbara Juknialis
Marilyn Mobley
Dean Patterson
Sue Rivera
Chuck Rozek
John Sideras
Lynn Singer

Call to Order

Professor Robert Savinell, chair, Faculty Senate, called the meeting to order at 3:30 p.m.

Approval of Minutes

Hearing no objections, the minutes from the February 26, 2015 Faculty Senate meeting were approved as submitted.

President's Announcements

The President reported that during the month of March a number of distinguished research awards had been announced. The Wittke and Jackson award nominees are being honored at the Harcourt House and the winners will be announced at Commencement. There have been and will continue to be many admitted students on campus between now and May 1. The Commencement speaker is Barry Meyer, the recently retired CEO of Warner Bros. Mr. Meyer is a graduate of the law school and is active in Human Rights Watch.

Due to the inclement weather this winter, the new residence hall will not be completed by August 1. Students will be housed in nearby hotels and shuttled to campus.

The President encouraged faculty to participate in Commencement. She also announced that a retirement party will be held for Chris Ash, VP of University Planning and Institutional Research, on April 8th. Chris Ash will continue to provide advice and counsel to the university even after her retirement.

Provost's Announcements

The Provost said that this is a busy time for UGEN and the schools with budget preparation. The budget will be similar to last year but the pay raise guideline will be 2%. Accenture is working with all of the schools and will develop a budget recovery plan.

Chair's Announcements

Prof. Savinell said that senators should have received an online ballot to vote for the 2015-2016 chair-elect. Voting will close on April 8th at 5pm.

Report from Secretary of the Corporation

Peter Poulos, Chief Risk Management Officer and Chief Litigation Counsel, gave a report from the March 17th Board of Trustees Executive Committee meeting. The Committee approved 6 new endowments, 19 junior faculty appointments, 3 senior faculty appointments and 5 reappointments for endowed professorships. The Certificate in Research Skills from the SON and WSOM was approved. A complete report is attached.
Attachment

Report from the Executive Committee

Professor Sandy Russ, past chair of the Senate, reported on the March 19th Executive Committee meeting since vice chair Roy Ritzmann had been unable to attend.

1. **Proposed amendment to 2012 Faculty Senate Resolution regarding Army ROTC credits**-
FSCUE is proposing to increase the number of ROTC transfer credit hours that CWRU accepts. In 2012 the Senate approved a resolution increasing the total number of CWRU credit

hours awarded for completion of Army ROTC classes from 6 to 12. This new proposal would increase the credits from 12 to 18. This will be the last proposal for a credit hour increase since the total number of required credit hours for Army ROTC students is 18. The proposal will be considered at the April Faculty Senate meeting.

2. **Bias Reporting System**- Several faculty members had seen an article in the Observer about the university's new online bias reporting system and were concerned about how it might affect faculty particularly because reports can be made anonymously. Also, the Senate had not had an opportunity to review the system. The faculty members brought this issue to the attention of the chair and vice chair of the Senate and subsequently, Lou Stark, VP of Student Affairs and Dean Patterson, Associate VP, attended the Ex Com meeting to provide information. One of the faculty members also attended the meeting and expressed his concerns. After hearing from those in attendance, the Executive Committee decided that because of the potential impact on faculty, the system should be studied by one or more of the Faculty Senate standing committees before being presented to the Faculty Senate. The committees that may be charged with review of the system are Minority Affairs, Faculty Personnel and Women Faculty, but next steps will be finalized at the April 10th Executive Committee meeting.

3. Proposed amendments to the School of Medicine By-Laws- Several proposed amendments to the SOM By-Laws were to be considered by the Executive Committee but due to insufficient time, they were postponed. The Executive Committee decided to schedule an extra meeting to discuss the amendments, and the meeting was held this morning. The Committee agreed to forward the majority of amendments to the Senate By-Laws Committee for consideration, but discussed the amendment clarifying a SOM "division" in depth. The Executive Committee decided that it was difficult to determine the impact that a division would have on tenure and tenure-related issues and decided that it would help to review an actual proposal from the SOM to transition a current department into a division (Anatomy). Professor Juscelino Colares was tasked with drafting a memo to the SOM explaining the Executive Committee's position. *Attachment*

<u>Proposed English Language Proficiency Policy</u>

Rick Bischoff, Vice President for Enrollment Management, presented the proposed English Language Proficiency policy. In 2011, the Faculty Senate approved an increase in the TOEFL score requirement for fall 2013 international undergraduate applicants from 90 to 100. In January of 2013 and again in December of 2013 the Faculty Senate approved resolutions maintaining the score of 90 with the understanding that continuing efforts would be made to increase the TOEFL score without sacrificing international admission goals. The issue was to be revisited annually by the FSCCUE Admissions and Aid Subcommittee. The new proposal establishes proficiency requirements based on the applicant's stated major. It exempts students with high SAT and ACT scores and students who have been educated in English-speaking schools for a minimum of two years prior to high school graduation. The Admissions Office reviews all applications holistically and this policy better reflects current practice. The policy was approved by FSCUE. A senator asked about the goal for international enrollment at

the university. Rick Bischoff responded that they would like to increase the number of students by a couple of percentage points, but more importantly, they would like to see greater geographic diversity in the international students population. Dean Chuck Rozek said that the School of Graduate Studies was not planning to increase its TOEFL score requirement. The Senate voted to endorse the policy. *Attachment*

Financial Aid Policy

Rick Bischoff indicated that Enrollment Management will be studying changes to the current "need blind, but don't meet full need" financial aid policy. There is no formal proposal on the table at this time nor is the Senate being asked to endorse a new policy but faculty should be aware of the prospect of change. Three things are happening that make careful consideration of a future policy important. First, the Common Application required of all CWRU undergraduate applicants is changing and its member institutions will no longer have to require essays and recommendations from its applicants or complete a holistic review of applications. This greatly increases the potential number of member institutions who are unlike the current membership and as a result CWRU could see a significant increase in inadmissible applicants whose applications still must be reviewed and evaluated and paid for.

Second, a new application (the Coalition Application) is being developed that could be used by the majority of CWRU's peer and aspirant institutions. Institutions that adopt the Coalition Application must meet 100% of a student's demonstrated financial need if they are private and must have a 70% graduation rate if they are public. Currently admissions decisions at CWRU are made without consideration of a student's ability to pay and it will be impossible to meet the 100% requirement without becoming "need-aware".

The third area of concern is the continuing rising price of higher education. In an environment where family incomes are likely to at best stay flat, the university's current policies would result in a 20% increase in the net price to families. Because of these three factors, the Office of Enrollment Management will study the potential impact of becoming "need-aware," but meeting 100% of demonstrated need. Because of the size of the undergraduate applicant pool it could be possible to do this without sacrificing the quality or diversity of the student population. Many institutions at CWRU's level of selectivity are already need-aware. A decision on this change in policy would have to be made by the end of the summer if it were to be in place for students entering in the fall of 2016. It would be more likely to launch in the fall of 2016, but more likely in the fall of 2017. A senator asked that the university consider how to prevent future tuition increases. Rick Bischoff said that he welcomes input from faculty. *Attachment*

MA in Research and Theory in Social Welfare (MSASS)

Professor Elizabeth Tracy introduced the proposal for an MA in Research and Theory in Social Welfare from MSASS. Prof. Tracy said that the proposal had been approved by the Committee on Graduate Studies. Professor Aloen Townsend from MSASS provided more detail on the proposal. This is a plan B master's degree program and it won't require any new resources. It is designed for students who have advanced to candidacy for the PhD in Social Welfare but who

do not complete it. The students have a master's degree when they enter the PhD program. Only a few students will be awarded the degree. The Faculty Senate voted to approve the master's degree program. *Attachment*

Major in Business Management

Professor Jennifer Johnson, WSOM, presented the major in business management proposed by the Weatherhead School of Management. This is a new major within the BS in management degree. The major was approved by FSCUE. In 2012 the Faculty Senate approved three majors within the BS degree: Finance, Marketing, and the Dean's Approved Major. The new major in Business Management is broader and provides students who may be planning for careers in other fields with business knowledge. The major will be beneficial in the recruitment and placement of students. Pending approval by the Ohio Board of Regents, the major could be offered in the fall of 2015. The Faculty Senate voted to approve the major. *Attachment*

Tobacco Free Campus Policy Update

Professor Elizabeth Click presented an update on the development of the Tobacco Free Campus Policy. Over the winter three subcommittees worked on developing the policy. They did benchmarking and further refined the policy. The proposed policy is condensed and the approach is more supportive and collaborative. The focus moved from enforcement to compliance. E-cigarettes are still included in the policy as this is considered best practice. Other urban campuses with similar policies have not experienced related safety issues. The university will work with international students in a supportive manner to explain the policy. Dr. Click said that tobacco is one of the largest health issues in the US. The policy will help control medical costs which is important since CWRU is self-insured. Senators expressed concern about the fact that the policy covers the use of smokeless tobacco; that education might be better than prohibition; and the fact that the policy doesn't include penalties for non-compliance. Dr. Click said that the university cannot control public sidewalks but that signage will encourage people to respect the policy. Police would not be called for issues of non-compliance, but if someone continues to violate provisions of the policy, the issue would be handled through the appropriate office as with all other university policies. Dr. Click said that she hopes that the Senate will endorse the policy at a later time and that anyone is welcome to contact her with other concerns. *Attachment*

FSCICT Report

Professor Angelina Herin, chair of FSCICT, gave a report on the committee's activities throughout the year. The committee spent a lot of time on two factor authentication for VPN users. Faculty have been concerned about this issue. An external evaluation of security issues was conducted. The committee has also served as a sounding board for issues related to implementation of the new course evaluation system, and participated in setting priorities for IT projects.

Prof. Savinell said that he had met with Sue Workman, Vice President, Information Technology Services and Chief Information Officer, and that she is interested in hearing about additional faculty concerns.

The meeting was adjourned at 5:26pm.

Approved by the Faculty Senate

Rebecca Weiss
Secretary of the University Faculty

Proposed English Language Proficiency Policy

The admission practices for undergraduates will endeavor to ensure sufficient English language proficiency of entering international students for academic success.

For applicants interested in studying Humanities, Social Sciences, Arts, Nursing or Management a 100 or higher TOEFL or equivalent alternative test (IELTS, PTE) result is required. All other applicants require a 90 or higher TOEFL or equivalent alternative test.

Students who have a 600 or higher SAT Critical Reasoning or a 26 ACT English are exempt from the language proficiency requirement.

Students who have been educated in schools in which the primary language of instruction is in English for two years prior to the time of graduation from high school, are also exempt from the requirement.

Faculty Senate
Financial Aid Policy

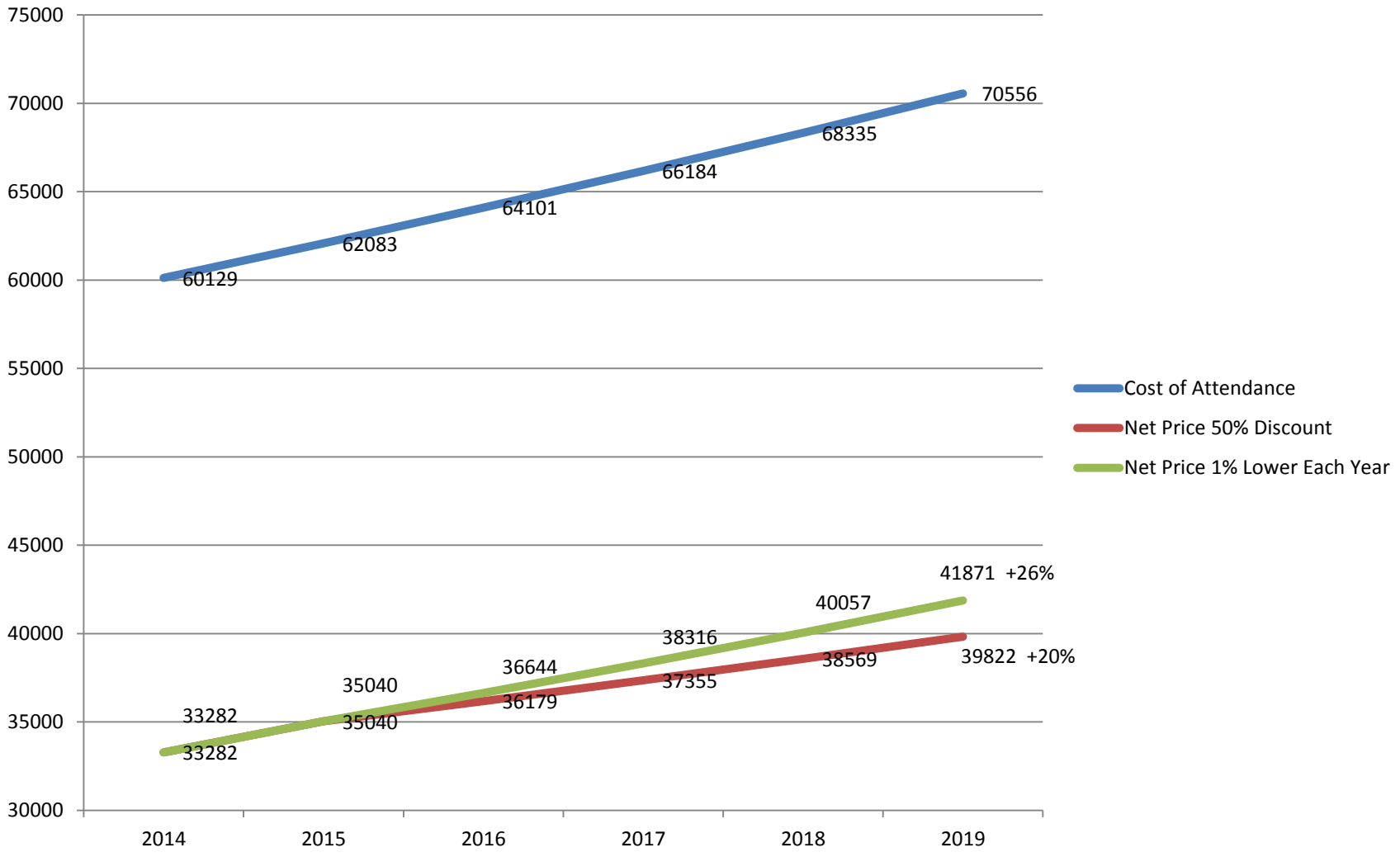
Rick Bischoff
Vice President for Enrollment
March 31, 2015

Case Western Reserve University EST. 1826
think beyond the possible℠

Definitions

- Need Blind—Admissions decisions are made without consideration of how much financial aid a student will need.
  - CWRU is need blind for EA/ED/PPSP/RD decision cycles for US Citizens, Permanent Residents and Other Eligible Non-Citizens.
- Meet 100% of Demonstrated Need—The financial aid award (using state and federal grants, institutional grants/scholarships, work study and federal loan programs only) is equal to the difference between the cost of attendance and a family's expected family contribution (EFC).
  - CWRU does not meet need for all of our students.

Cost of Attendance and Projected Net Price



Assumes 3.25% annual price increase

Impact of Increasing Price

If we maintain Fall 2015 discount rate goal over time, the net price to families rises by 20% by 2019.

If we lower discount rate goal by 1% per year, net price to families rises by 26% by 2019.

Family incomes are likely to remain flat.

If we maintain Fall 2015 discount rate goal over time, we would need to raise $115 million dollars of endowment for Fall of 2016 and that would increase by 3.25% per year to maintain net price to families at 2015 levels.

Common Application

- Members no longer have to require essay.
- Members no longer have to require recommendations.
- Members no longer have to have holistic review process.

- There are thousands of new potential members.
- We could see significant increases in inadmissible applicants or those who will never enroll or may not even complete their application.
  - We still have to pay for every submission and evaluate.
- Need to monitor quality as well as quantity of applications

The Coalition Application

- It will be Common App like.
- They want to partner with ACT/SAT and other relevant organizations.
- Portfolio model—students start building profile early.
- It could become source of names to recruit for members.
- 82 institutions have indicated a strong interest.
- Organization has likely just selected a vendor.

- Current membership requirements
  - Public: 70% or higher graduation rate
  - Private: Meet full need for admitted students

Current Strategy isn't Sustainable

- Rising price and flat family incomes means the number of potential students gets smaller each year unless discounts keep pace.
- Increasing our discount isn't a viable long term strategy.
- Public universities are well positioned to raise tuition and implement private-like recruitment and discounting strategies.

The next five years are critical. For undergraduates, are we a national private research university worthy of consideration alongside other elite privates or a pretty good regional university that has to compete with the public flagships?

Coalition Application

- There is no reason for colleges and universities who are eligible for membership not to join.
- If successful, high ability and/or high income students will likely gravitate to the Coalition Application. This is where the colleges they most want to apply to will be.
- Given our current market position, if we are not a member of the Coalition Application, we could see our access to high ability and/or high income students decline.

Becoming Need Aware

- Market sees meeting full need as the marker of a “good” university today rather than being need blind.
- Families think that colleges who say they are need blind aren’t telling the truth.
- Given the current applicant pool, we can model the potential implications of becoming need aware and continuing to gap or becoming need aware and meeting full need.
- We can control for quality, diversity, Pell eligible and net revenue.

Current Financial Aid Package

Single parent family

1 in college

2 older siblings

$38,000 annual income

$5,300 expected contribution

$29,000 CWRU Grant

$2,000 Work Study

Expected borrowing at graduation: $100,000+

How does need aware work?

- For a certain percentage of the entering class (determined by financial goals) consider how much revenue a student will bring.
  - Example:
    - Student 1: BME major, 1400 SAT, 3.7 GPA, family is applying for financial aid but does not qualify for need based aid. Would offer $20,000 scholarship
    - Student 2: BME major, 1400 SAT, 3.7 GPA, family applies for financial aid has $50,000 in need. Would offer $20,000 scholarship and $11,500 in CWRU grant
- Overall, we need to admit more students who can afford to pay a larger share of the cost.
- Yield is likely to rise and admit rate likely to decline.

Revised Proposal for a Master of Arts Degree within the PhD. Program in Social Welfare

The Mandel School Doctoral Program Executive Committee recommends creation of a terminal master's degree within the PhD. Program in Social Welfare. The degree would be called **Master of Arts in Research and Theory in Social Welfare**. The name of this degree was deliberately chosen in order to reduce any chance of confusion with the MSW degree (or its equivalents), which is recognized as the terminal master's-level degree within social work and which is a professional degree. The name also reflects the research and theory competencies that students must demonstrate to be eligible for the degree.

The proposed terminal Master of Arts degree falls under the School of Graduate Studies "Plan B" policy for master's degrees. The degree entails no requirements other than those already required of students in the Ph.D. Program in Social Welfare. Specifically, the Master of Arts in Research and Theory in Social Welfare would be awarded to students who have (a) successfully completed all required coursework and (b) passed the qualifying examination (both parts) and been advanced to candidacy but who are exiting the program before completion of the PhD. Students will not be recruited for the Master of Arts in Research and Theory in Social Welfare. This degree will not generate new revenue or impose any new costs. Students exiting the program before completion of the Ph.D. in Social Welfare may petition to receive the terminal Master of Arts in Research and Theory in Social Welfare after fulfilling the above requirements. This degree will not be awarded retrospectively to students who have already graduated or separated from the PhD. Program in Social Welfare; it will be available only to non-continuing students who satisfy the requirements on or after the date of final approval of this proposal.

First version approved by the Mandel School Doctoral Program Executive Committee September 8, 2014
First version approved by the Mandel School Faculty September 22, 2014
First version sent back to the Mandel School Doctoral Program Executive Committee by School of Graduate Studies September 24, 2014
Revised version approved by the Mandel School Doctoral Program Executive Committee October 6, 2014
Revised version approved by the Mandel School Faculty October 27, 2014

JACK, JOSEPH AND MORTON MANDEL
SCHOOL OF APPLIED SOCIAL SCIENCES
CASE WESTERN RESERVE
UNIVERSITY

Office of the Dean
11235 Bellflower Road
Cleveland, Ohio 44106-7164

msass.case.edu

216-368-2256

Dear Members of the Faculty Senate:

I am pleased to support the proposal for a Plan B terminal Master of Arts in Research and Theory in Social Welfare. This terminal degree would be awarded to students in our doctoral program who successfully complete all required coursework and who pass the qualifying examination and are advanced to candidacy but who will not continue for the Ph.D. The degree entails no requirements other than those already required of students in the Ph.D. Program in Social Welfare, and students will not be recruited for this new degree.

The creation of the degree program was done after extensive discussion among the faculty of the school.

I join the faculty in giving my strong endorsement for the creation of this master's degree.

Sincerely,

Grover C. Gilmore

Grover C. Gilmore
Jack, Joseph and Morton Mandel
Dean in Applied Social Sciences

CWRU Action Form for Majors/Minors/Programs/Sequences/Degrees

(instructions on back)

Docket # _____

College/School: ____Weatherhead School of Management_____
Department: ____Undergraduate & Integrated Study Program Services_____

PROPOSED: __X___ **major**
_____ **minor**
_____ **program**
_____ **sequence**
_____ **degree**

TITLE: ____Business Management_____

EFFECTIVE: ____Fall_____ (semester) ____2015_____ (year)

DESCRIPTION:

The Business Management Major will share a common core with the other majors under the Bachelor of Science in Management. Students will complete 118 credit hours to fulfill the Business Management Major as follows:

- 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management)
- 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course
- 2 additional Weatherhead courses (Exhibit B)

(No new courses will be created for the major.)

Is this major/minor/program/sequence/degree: __X__ **new**
_____ **modification**
_____ **replacement**

If modification or replacement please elaborate: _____

Does this change in major/minor/program/sequence/degree involve other departments? _____Yes _____No

If yes, which departments? _____

Contact person/committee: ____Jennifer Johnson_____

SIGNATURES:

	DATE
Department Curriculum Chair(s)/Program Directors:	
Department Chair:	
College/School Curriculum Committee Chair: Jennifer Johnson	2-18-15
College/School Dean(s): K.E. Weber	2-18-15
UUF Curriculum Committee Chair:	

File copy sent to: _____Registrar _____Office of Undergraduate Studies/Graduate Studies
_____Other: _____

BS – Management, Business Management Major Proposal

Executive Summary

The Weatherhead School of Management (Weatherhead) proposes a Business Management Major as an additional option within the Bachelor of Science in Management, effective fall semester 2015. The major will meet the needs of students who do not have strong, clearly defined academic or career interests in the existing Weatherhead majors, but who see value in completing an undergraduate management degree. A Business Management Major will allow us to efficiently add a major by drawing upon existing undergraduate courses.

Background

Currently the Bachelor of Science in Management degree offers three majors: Finance, Marketing, and Dean's Approved (customized). Students have two additional options for a major at Weatherhead: Accounting (through the Bachelor of Science in Accounting) and Economics (through the Bachelor of Arts awarded by the College of Arts and Sciences).

While the Dean's Approved customized major meets the needs of some students who have a focused interest, such as Healthcare Financial Management, Human Resources, or Sustainability, not every student is motivated to develop the required proposal for the customized major. In addition, the approved proposals for customized majors frequently include graduate-level courses, which are not suitable for all undergraduate students. Finally, some students prefer to study management more broadly because their career interests diverge from our available majors or they intend to go directly into a specialized graduate professional program, such as nonprofit management, medicine, or law, where business knowledge can be valuable.

CWRU Admissions strongly recommends Weatherhead expand programming to attract students with a wider set of academic and career interests. Compared to peer and aspirant schools, Weatherhead offers a limited selection of majors. Excluding Weatherhead from the calculation, 75% of the private universities in the top 40 Best Business Programs (U.S. News & World Report, Fall 2014) offer a general management major (Exhibit A).

Recommendation

To accommodate students who are interested in completing a broader management major, Weatherhead proposes an additional option under the Bachelor of Science in Management, the Business Management Major. The Business Management Major will share a common core with the other majors under the Bachelor of Science in Management. Students will complete 18 credit hours (6 courses) to fulfill the Business Management Major as follows: 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management), 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course, and 2 additional Weatherhead courses (Exhibit B). The new major and concentrations will allow Weatherhead to offer more choices than offered with current majors. No new courses will be created for the major.

Exhibit A

Programs at the 17 private institutions ranked among top 40 *Best Business Programs* (U.S. News & World Report, Fall 2014)

School (Rank)	General Management Major?
Babson (29)	No
Boston College (29)	Yes
Boston U. (39)	Yes
BYU (34)	Yes
Carnegie Mellon (8)	Yes
CWRU (34)	No
Cornell (11)	No
Emory(15)	No
Georgetown (15)	Yes
Georgia Tech (29)	Yes
MIT (2)	No
Notre Dame (11)	Yes
NYU (5)	Yes
Penn - Wharton (1)	Yes
Southern Cal (11)	Yes
Wake Forest (34)	Yes
Washington U. (14)	Yes

10/24/2014

Business Management Major within Bachelor of Science in Management

Exhibit B

Bachelor of Science in Management Requirements (All Majors)

	Credit Hours
General Education Requirements	
SAGES	
First Seminar	4
Two University Seminars	6
Departmental Seminars - taken as MGMT 395, see below*	
Senior Capstone - See below**	3 to 6
	13 to 16
Breadth Requirements	
Calculus I - MATH 125 (or MATH 121)	4
Calculus II - MATH 126 (or MATH 122)	4
Two Natural Science Courses	6 to 8
Two Arts & Humanities Courses	6 to 8
Two Social Science Courses	6
	26 to 30
Major Requirements	
Principles Requirements	
Microeconomics - ECON 102	3
Macroeconomics - ECON 103	3
Introduction to Financial Accounting - ACCT 101	3
Management Accounting - ACCT 102	3
Statistics for Business & Management Science - OPRE 207	3
	15
Core Requirements	
Contemporary Business & Communications - MGMT 201	3
Corporate Finance - BAFI 355	3
Leading People - ORBH 250	3
Leading Organizations - ORBH 251	3
Introduction to Information: A Systems & Design Approach - MIDS 301	3
Marketing Management - MKMR 201	3
Operations Research & Supply Chain Management - OPRE 301	3
Business Policy - PLCY 399	3
*Advanced Seminars - MGMT 395 - one credit hour; each student must complete three.	3
	30
Management Requirements	
Students must complete 18 credit hours (6 courses) of major-specific requirements.	18
Additional Requirements	
Electives	13 to 21
Total Credit Hours for Degree	122

*** Students must complete one university approved SAGES Senior Capstone. It is not required that students complete a Weatherhead specific capstone. Most students choose to take Action Learning - MGMT 398, although a second option within Weatherhead is Independent Research Project - MGMT 397.*

Business Management Major Requirements

Complete a total of 18 credit hours (6 courses): 3 courses within a single concentration (options listed below), 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course, and 2 additional Weatherhead courses. Concentration-specific requirements are noted below.

Concentration Options

Innovation and Entrepreneurship
- Economic Analysis of Business Strategies - ECON 364
- Economics of Tech. Innovation and Entrepreneurship - ECON 369
- Entrepreneurial Strategy - ENTP 301 *(Required)*
- Entrepreneurship and Wealth Creation - ENTP 311
- Legal Environment of Management - BLAW 331
- Managing Negotiations - ORBH 380
- Selling and Sales Management - MKMR 312

NOTES: ENTP 301 is required for this Concentration. Students completing an Innovation and Entrepreneurship Concentration may not complete an Entrepreneurship minor.

International Business
- Economics of Developing Countries - ECON 375
- International Finance - BAFI/ECON 372
- International Trade - ECON 373
- International Management Institute - MGMT 315 *(Required)*
- Leadership in Diversity and Inclusion - ORBH 391

NOTE: MGMT 315 is required for this Concentration. If a student wishes to substitute a course from another study abroad experience, he/she must receive prior approval from an academic advisor.

Organizational Leadership
- Leadership in Diversity and Inclusion - ORBH 391
- Leading Teams - ORBH 303
- Managing Negotiations - ORBH 380
- Women and Men in Organizations - ORBH 370
- Independent Study - ORBH 360

NOTES: Students completing an Organizational Leadership Concentration may not complete a Leadership Minor.

Supply Chain Management
- Computer Simulation - OPRE 332/432
- Enterprise Resource Planning in the Supply Chain - OPMT 377/477
- Lean Operations - OPMT 422
- Project Management - OPMT 350/450
- Supply Chain Logistics - OPMT 475

BS – Management, Business Management Major Proposal

Overview

Current Situation

- Compared to peer and aspirant schools, Weatherhead offers a limited selection of majors.
- CWRU Admissions strongly recommends Weatherhead expand programming to attract students with a wider set of academic and career interests.
- Excluding Weatherhead, 75% of the private universities in the top 40 Best Business Programs (U.S. News & World Report, Fall 2014) offer a general management major.

Recommendation

- Create a more flexible Business Management Major as an additional option under the Bachelor of Science in Management. Offer four three-course concentration options:
    - Innovation and Entrepreneurship
    - International Business
    - Organizational Leadership
    - Supply Chain Management

Benefits

- Accommodates students who have different/broader interests in management.
- Appeals to students who in the past may not have given Weatherhead consideration.
- Contributes to overall goal of increasing Weatherhead undergraduate enrollments.
- ***Can be done without creating any new courses!***

Requirements

- Students will complete the BS – Management general education, principles, and core requirements.
- In addition, they will complete 18 credit hours (6 courses) to fulfill the Business Management Major as follows:
    - 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management)
    - 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course
    - 2 additional Weatherhead courses

TOBACCO FREE CAMPUS POLICY UPDATE – MARCH 2015

- ELIZABETH CLICK, MEDICAL DIRECTOR

Case Western Reserve University EST. 1826
think beyond the possible℠

Winter 2015 – Development Work

- Three Subcommittees met weekly for six weeks.
  - Facilities, Boundaries, Signage; Compliance, Enforcement and Safety
  - Marketing and Communications
  - Tobacco Addiction, Treatment and Prevention
  - 25 Faculty, Staff and Student members
- Benchmarking conducted.
- Policy refined.

DEFINITIONS

For purposes of this policy, the terms set forth below shall have the following meaning:

"Tobacco" refers to any product containing tobacco in any form. Tobacco products include, but are not limited to, cigarettes (clove, bidis, kreteks, ecigarettes), cigars and cigarillos, pipes, all forms of smokeless tobacco, and any other smoking devices that use tobacco such as hookahs, and any other existing or future smoking, tobacco or tobacco-related products.

"CWRU Property" refers to all interior space owned, rented or leased by CWRU and all outside property or grounds owned or leased by CWRU, including parking areas and private vehicles while they are on CWRU property and CWRU vehicles.

POLICY

This policy, effective as of _____, 201_, applies to all persons on CWRU property, regardless of their purpose for being there (e.g., staff, faculty, students, patients, visitors, contractors, subcontractors, etc.).

A) CWRU prohibits the use of tobacco products at all times on campus property. See Attachment A for campus map.

B) The university is committed to providing support to the entire population who wishes to stop using tobacco products. Staff, faculty and students have access to several types of assistance, including telephone or group counseling. Over the-counter tobacco cessation medications are offered free of charge to staff and faculty enrolled in a CWRU health plan. Eight weeks of free nicotine-replacement therapy is included in the telephonic coaching Quit Line program offered for benefits-eligible faculty and staff (1-800-QUITNOW). Supervisors are encouraged to refer staff and faculty to cessation services for which they are eligible. Students are encouraged to access cessation services offered in their health plans.

POLICY

C) The success of this policy requires a collaborative effort of the entire CWRU community. Staff, faculty, and students on campus will engage in positive and respectful communication and interactions in regards to this policy. Concerns will be addressed in a respectful and thoughtful manner.

D) The sale, advertising, sampling and distribution of tobacco products and tobacco related merchandise is prohibited on all CWRU property.

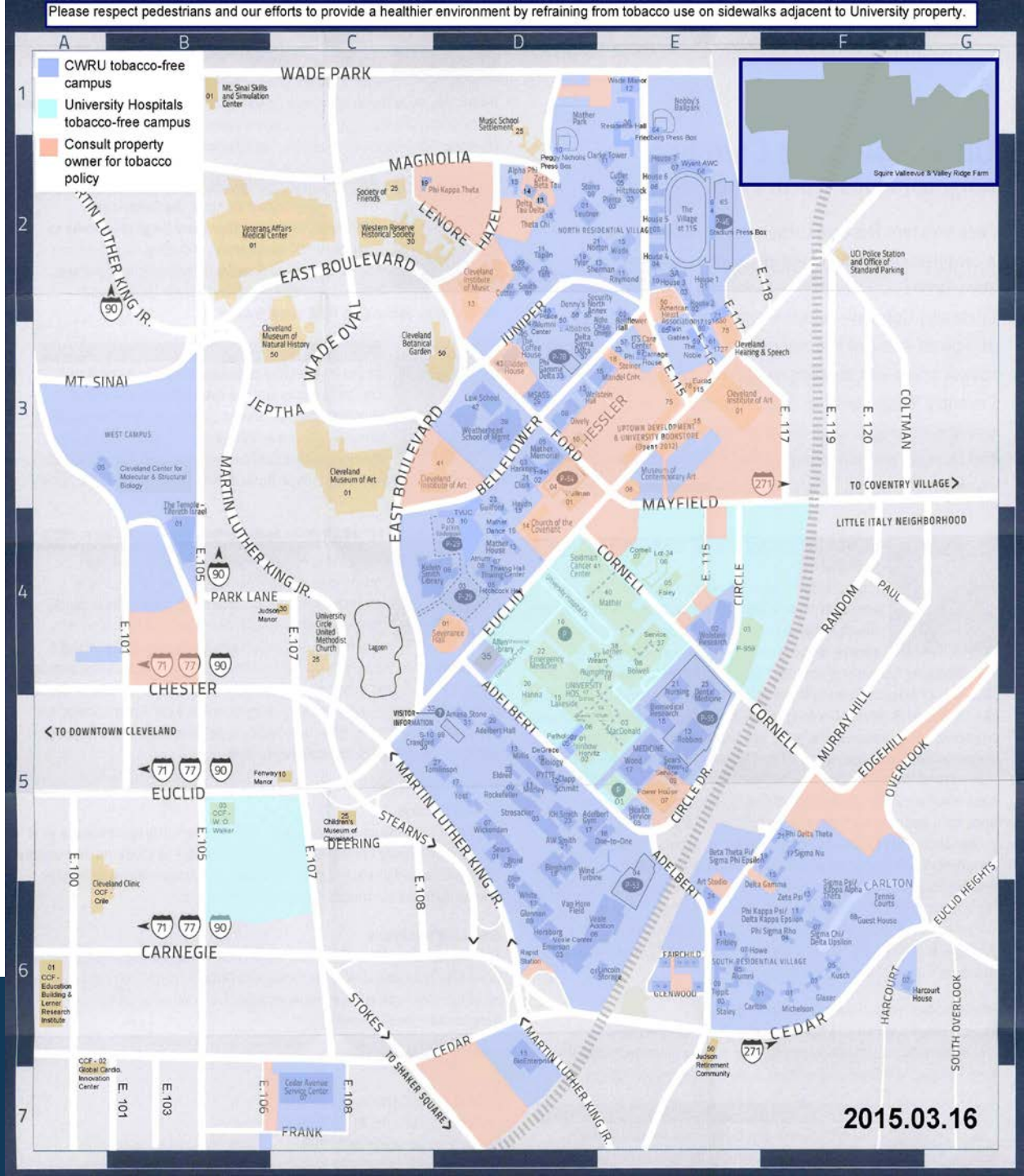
E) Use of university funds for purchase of tobacco or tobacco-related products is prohibited, unless such use is permitted under the exception stated below.

F) Tobacco use may be permitted for authorized research with prior approval of the Provost's Office, and in the case of smoking, the review and recommendation of the University Department of Environmental Health & Safety.

COMPLIANCE

Compliance with this policy is the responsibility of all members of the CWRU community. This policy will apply to all individuals present on the CWRU campus. An individual may inform someone using tobacco on campus property of this policy and request that the tobacco user comply with the policy. Repeated issues of non-compliance with this policy should be brought to the attention of the Office of Student Conduct and Compliance (with students) and by the Employee Relations area of Human Resources (with staff and faculty). Contractors, vendors, and visitors must also comply with this policy while on campus property.

CAMPUS MAP



CASE WESTERN RESERVE UNIVERSITY EST. 1826
think beyond the possible

CESSATION RESOURCES

	FACULTY	STAFF	STUDENTS
GROUP PROGRAM ON CAMPUS			
TELEPHONE COACHING PROGRAM			*
MEDICAL PLAN RESOURCES			