

**Faculty Senate Meeting**  
Wednesday, April 21, 2010  
3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30pm	Approval of Minutes from the March 25, 2010 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
	Consent Calendar:	C. Musil
	<ul style="list-style-type: none"> <li>• Year End Reports from Standing Committees</li> <li>• 2010-2011 Committee Memberships</li> <li>• Recommendations from the Committee on Research for Non-scientific Research Support</li> </ul> <i>attachments</i>	
	Executive Committee Review of Report by <i>ad hoc</i> SAGES Review Committee and CSE SAGES Proposal	C.Musil
4:05pm	Report from the Executive Committee	A. Levine
4:15pm	SOM By-laws <i>attachments</i>	C. Cano
4:25pm	CSE By-laws <i>attachments</i>	C. Cano
4:35pm	<i>ad hoc</i> Committee on Raising the Importance of Faculty-Centric Academic Advising <i>attachments</i>	G. Starkman
4:55pm	Faculty Handbook and Senate By-laws <i>attachments</i>	C. Cano
5:10pm	10-11 Chair-elect and Executive Committee Recognition of the Chair Passing the Gavel to the Chair-elect	C. Musil A. Levine

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**Members Present**

Bruce Averbook  
W. A. “Bud” Baeslack II  
Timothy Beal  
Cynthia Beall  
Christine Cano  
Susan Case  
Martha Cathcart  
Gary Chottiner  
Mary Davis  
Mark DeGuire  
Julia Grant  
Susan Hinze  
Christine Hudak

David Hutter  
Elizabeth Kaufman  
Cheryl Killion  
Alan Levine  
Ken Loparo  
Frank Merat  
Kathryn Mercer  
David Miller  
Diana Morris  
Carol Musil  
John Orlock  
Daniel Ornt  
Joseph Prah  
Roy Ritzmann

Cassandra Robertson  
Jonathan Sadowsky  
Mark Smith  
Barbara Snyder  
Glenn Starkman  
Sorin Teich  
Susan Tullai-McGuinness  
Michelle Walsh  
Gary Wnek  
Liz Woyczynski  
Nicholas Ziats

**Members Absent**

Keith Armitage  
Jessica Berg  
Nabil Bissada  
Robert Bonomo  
Daniela Calvetti  
Mark Chance  
Faye Gary  
Julia Grant  
Angela Graves

Peter Haas  
Jim Kazura  
Ken Ledford  
Leonard Lynn  
Kalle Lytinen  
Shirley Moore  
G. Regina Nixon  
Rodney Pratt  
Faisal Quereshy  
Samantha Schartman

Benjamin Schechter  
Scott Shane  
Betsy Tracy  
Shengbo Wang  
Georgia Wiesner  
David Wilson  
Terry Wolpaw

**Others Present**

Dan Anker  
Christine Ash  
Richard Bischoff

Donald Feke  
Marilyn Mobley  
Kathy O’Linn  
Dean Patterson

Timothy Robson  
Chuck Rozek  
Ginger Saha  
Donald Stewart  
Jeff Wolcowitz

**Call to Order**

Professor Carol Musil, chair, 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 March 25, 2010 were approved as submitted.

**President’s announcements**

President Barbara Snyder announced that Mark Coticchia will serve as the new vice president for economic development, research, and technology management. She thanked the Faculty Senate Executive Committee and

standing committee chairs for their service this year. President Snyder also thanked Prof. Carol Musil for her leadership as chair of the Faculty Senate.

### **Provost's announcements**

Provost Bud Baeslack thanked the University Faculty for an excellent year. He especially appreciated the work of the Budget System Review Committee. The university will start a search for a vice president for academic research to replace Mark Edwards who recently left the university.

### **Chair's announcements**

Prof. Carol Musil, chair, Faculty Senate, noted the new Faculty Senate newsletter that was emailed to the University Faculty. She commented that it has been her honor and pleasure to serve as chair of the Faculty Senate this year.

### **Consent Calendar**

Prof. Carol Musil, chair, Faculty Senate introduced the agenda items on the consent calendar. Upon motion, duly seconded, the year end reports from the Faculty Senate standing committees and the "Recommendations from the Committee on Research for non-Scientific Support" were accepted. Upon motion, duly seconded, the faculty senate standing committee memberships for 2010-2011 were approved.

### **Report from the Executive Committee**

Prof. Alan Levine, chair-elect, Faculty Senate reported that the Executive Committee approved the 2010-2011 chairs for the standing committees of the Faculty Senate. Five chairs are new; seven chairs are returning from last year. Prof. Kalle Lyytinen summarized the activities of the Committee on Information Resources. The committee approved an updated charge, which was also approved by the Committee on By-laws. The Executive Committee wants to review the 2009 internal and external reviews for the Division of Information Technology. They would like to see how the proposed updated charge to the Committee on Information Resources is related to any recommendations in said reports. The Executive Committee approved changes to the Case School of Engineering By-laws, the Faculty Handbook and the Faculty Senate By-laws. Prof. Mark Chance, chair, Committee on Research shared his committee's report, "Recommendations from the Committee on Research for Non-scientific Research Support." Prof. Betsy Kaufman, chair, Committee on Women Faculty, shared her report on the committee's considerations concerning a part-time tenure option for faculty. The Executive Committee also approved the proposed the new dual degree, Doctorate of Nursing Practice/PhD, to be offered by the School of Nursing.

### **Resolution to form the joint Provost/Faculty Senate *ad hoc* Committee on a University Common Undergraduate Core Curriculum**

Prof. Carol Musil, chair, Faculty Senate, presented the resolution approved by the Faculty Senate Executive Committee to form the joint Provost/Faculty Senate *ad hoc* Committee on a University Common Undergraduate Core Curriculum. The Constitution of the University Faculty, Article VI, Sec. G grants the Executive Committee the ability to appoint an *ad hoc* committee of the Faculty Senate. Upon motion, duly seconded, the Faculty Senate endorsed the Executive Committee's resolution to form the joint Provost/Faculty Senate *ad hoc* Committee on a University Common Undergraduate Core Curriculum.

### ***ad hoc* Committee on Raising the Importance of Faculty-Centric Academic Advising**

Prof. Glenn Starkman, chair, *ad hoc* Committee on Raising the Importance of Faculty-Centric Academic Advising presented the *ad hoc* committee's recommendations to have academic advising considered as a part of a faculty member's teaching responsibilities rather than part of his/her service responsibilities. Upon motion, duly seconded, the Faculty Senate approved the amendments to the Faculty Handbook for final consideration by the Board of Trustees.

### **SOM By-laws**

Prof. Christine Cano, chair, Faculty Senate Committee on By-laws, presented the proposed edits, approved by the faculty at the School of Medicine to the School of Medicine By-laws. Some of the proposed changes address the promotion and tenure process for faculty in the Biomedical Engineering Department who are more affiliated with the School of Medicine than the School of Engineering. Faculty members in the Biomedical Engineering

Department have been subject to promotion and tenure review according to the Case School of Engineering By-laws. The proposed changes in the School of Medicine would allow appropriately affiliated new faculty in the Biomedical Engineering Department to be subject to promotion and tenure review according to the School of Medicine By-laws. The Faculty Senate Executive Committee requested and received written acknowledgement and comment from the Case School of Engineering Executive Committee. Upon motion, duly seconded the Faculty Senate approved the changes to the SOM By-laws. A copy of the letter from the chair of the Case School of Engineering Executive Committee and a copy of the proposed changes to the SOM By-laws are attached to these minutes.

#### **CSE By-laws**

Prof. Christine Cano, chair, Faculty Senate Committee on By-laws, presented the changes to the Case School of Engineering School By-laws. The changes primarily concern the creation of a faculty budget committee at the School of Engineering. Upon motion, duly seconded, the Faculty Senate approved the changes to the Case School of Engineering by-laws.

#### **Constitution of the University Faculty and Senate By-laws**

Prof. Christine Cano, chair, Faculty Senate Committee on By-laws, presented the proposed changes to the Constitution of the University Faculty and the Faculty Senate By-laws. Most changes concerned slight changes to the membership of the certain standing committees and to the Executive Committee. Upon motion, duly seconded, the Faculty Senate approved the amendments to the Constitution of the University Faculty and Faculty Senate By-laws. The proposed changes to the Constitution of the University Faculty require final consideration and approval by the University Faculty and the Board of Trustees.

#### **DNP PhD Dual Degree Program**

Prof. Gary Wnek, chair, Faculty Senate Graduate Studies Committee, presented the proposal from the School of Nursing regarding the implementation of the new dual degree, Doctorate of Nursing Practice/Ph.D. Upon motion, duly seconded, the Faculty Senate approved the new dual degree for further consideration by the Faculty Senate and the Board of Trustees.

#### **10-11 Chair-elect and Executive Committee**

Prof. Carol Musil announced the members of the 2010-2011 Faculty Senate Executive Committee, as elected by the Faculty Senate. Due to a glitch in the online ballot for the chair-elect of the Faculty Senate, results will be announced by email, after all senators have been assured the opportunity to vote.

#### **Recognition of the Chair**

Prof. Alan Levine, chair-elect, thanked Prof. Carol Musil, chair, for her leadership of the Faculty Senate.

#### **Passing the Gavel to the Chair-elect**

Prof. Carol Musil, chair, passed the gavel to Prof. Alan Levine, chair-elect. Prof. Levine will start his term as chair of the Faculty Senate starting the day after Commencement.

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

APPROVED  
by the  
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI  
SECRETARY OF UNIVERSITY FACULTY

# Thanks to the members of the 2009-2010 Nominating Committee

Molly Berger, CAS

David Crampton, MSASS

Asim Erdilek, WSOM

Fady Faddoul, CSDM

Katy Mercer, LAW, chair of the committee

Jerry Saidel, CSE

Susan Tullai-McGuinness, SON

Daniel Wolpaw, SOM

2010-2011 Budget Committee				
Term	Membership	Last Name	First Name	School
2008-2011	At-large member, chair 2010-2011	Silvers	JB	WSOM
2010-2013	at-large member, senator	Loparo	Kenneth	CSE
2009-2012	at-large member	Case	Susan	WSOM
	<i>ex officio</i> , chair of Faculty Compensation	Smith	Mark	SOM
	regular guest and participant	Sideras	John	UGEN
2010-	school representative (SON)	Nosek	Laura	SON
	school representative (CAS)	TBD		
2010-	school representative (CSE)	Jennings	Aaron	CSE
2010-	school representative (LAW)	Strassfeld	Robert	LAW
	school representative (MSASS)	Groza	Victor	MSASS
2008-	school representative (SODM)	Lalumandier	Jim	SDM
2009-	school representative (SOM)	Lerner	Edith	SOM
2010-	school representative (WSOM)	Fine	Scott	WSOM

## 2010-2011 Committee on Bylaws

Term	Membership	Last Name	First Name	School
2009-2012		Chisolm	Laura	LAW
2005-2008, 2008-2011		Cort	Stan	WSOM
2008-2011		Mahoney	Gerry	MSASS
2009-2012		Zheng	Qing Yin	SOM
2010-2013	or Ken Ledford, chair	Meckes	Mark	CAS
2010-2013	or Ken Ledford, chair	Robertson	Cassandra	LAW
	<i>unofficial guest</i>	Woyczynski	Liz	UGEN
	<i>unofficial guest</i>	Treml	Colleen	UGEN
	<i>unofficial guest</i>	Langell	Lois	UGEN

**2010-2011 Committee on Faculty Compensation**

Term	Membership	Last Name	First Name	School
2009-2012	chair, 2009-2011	Smith	Mark	SOM
	CFO or designee	Sideras	John	UGEN
	provost or designee	Singer	Lynn	UGEN
2008-2011		Dennis	James	SOM
2009-2012		Jamieson	Alex	CSE
2008-2011		Kennedy	Pat	PHED
2009-2012		Liedtke	Carole	SOM
2010-2013		Lavelle	Kathryn	CAS
2009-2012		McDonnell	Sean	PHED
2010-2013		Meyer	Kathleen	SON
2010-2013		Mercer	Katherine	LAW



## 2010-2011 Committee on Graduate Studies

Term	Membership	Last Name	First Name	School
2009-2012	chair, 2009-2011	Wnek	Gary	CSE
	<i>ex-officio</i> , Dean Graduate Studies	Rozek	Charles	UGEN
	<i>ex-officio</i> , graduate student	TBD		
	<i>ex-officio</i> , graduate student	TBD		
	<i>ex-officio</i> , graduate student	TBD		
	<i>ex-officio</i> , professional student senator	TBD		
	<i>ex-officio</i> , VP Research	Cotticchia	Mark	UGEN
2009-2010, 2010-2013		Damato	Lisa	SON
2006-2009, 2009-2012		Dubin	Robin	WSOM
2007-2010, 2010-2013		Flint	Christopher	CAS
2010-2013		Van Orman	James	CAS
2008-2011		Lerner	Edith	SOM
2010-2011 (replacing Ellen Landau)		Palomo	Juan Martin	SODM
2010-2011 (replacing Wyatt Newman)		Marchant	Roger	CSE
2008-2011		Snider	Martin	SOM

## 2010-2011 Committee on Information Resources

Term	Membership	Last Name	First Name	School
2008-2011	chair, 2008-2011	Lyytinen	Kalle	WSOM
	<i>ex-officio</i> , FSCUL, chair or designee	Quinn Griffin	Mary	SON
	<i>ex-officio</i> , provost or designee	Baeslack	Bud	UGEN
	<i>ex-officio</i> , University Librarian	Robson	Tim	UGEN
	<i>ex-officio</i> , VP ITS	Gonick	Lev	UGEN
	student, graduate	TBD		
	student, post-doc	TBD		
	student, undergrad	TBD		
2010-2013		Mihos	Chris	CAS
2009-2012		Buchner	Marc	CSE
2010-2013		Burant	Chris	SON
2010-2013		Miller	David	MSASS
2008-2011		Hudak	Christine	SON
2009-2012		Muzic	Ray	SOM
2008-2011		Saha	Ginger	SOM
2006-2009, 2009-2012		Sun	Jiaynag	CAS

2010-2011 Committee on Minority Affairs				
Term	Membership	Last Name	First Name	School
2006-2009, 2009-2010 (completing someone's 3-year term), 2010-2012	chair, 2009-2011	Gary	Faye	SON
	<i>ex-officio</i> , provost designee, Diversity	Mobley	Marilyn	UGEN
	<i>ex-officio</i> , provost designee, Diversity	Clochesy	John	UGEN
	student, graduate	TBD		
	student, postdoc	TBD		
	student, undergraduate	TBD		
2010-2012 (replacing Freeman Blade)		Ku	Raymond	LAW
2008-2011		Boseman	Linda	SON
2010-2011 (replacing Shu Chen)		Singh	Neena	SOM
2008-2011		Lasso	Marixa	CAS
2009-2010 (completing someone's 3-year term), 2010-2013		McGucken	Emilia	CAS

2010-2011 Committee on Research				
Term	Membership	Last Name	First Name	School
2009-2012	chair, 2009-2011	Chance	Mark	SOM
	<i>ex-officio</i> , Dean Graduate Studies	Rozek	Chuck	UGEN
	<i>ex-officio</i> , VP Research	Coticchia	Mark	UGEN
	student, graduate	TBD		
	student, graduate	TBD		
	student, graduate	TBD		
	student, postdoc	TBD		
2009-2012		Bhakta	Shyam	SOM
2008-2011		Han	Yiping	SDM
2007-2010, 2010-2013		Jones	Katherine	SON
2008-2011		Kash	Kathy	CAS
2010-2013		Sobel	Matt	WSOM
2010-2011 (replacing Janet McGrath)		Hoffer	Lee	CAS
2009-2011 (replacing Cassandra Robertson)		Kirsch	Robert	CSE
2010-2013		Santiago	Anna Maria	MSASS

<b>2010-2011 Committee on University Libraries</b>				
Term	Membership	Last Name	First Name	School
2008-2011	chair, 2010-2011	Quinn Griffin	Mary	SON
	<i>ex-officio</i> , Health Sciences Library	Saha	Ginger	SOM
	<i>ex-officio</i> , FSCIR, chair or designee	Lyytinen	Kalle	WSOM
	<i>ex-officio</i> , Law Library	Carrick	Kathleen	LAW
	<i>ex-officio</i> , MSASS Library	Skutnik	Samantha	MSASS
	<i>ex-officio</i> , Interim University Librarian	Robson	Timothy	UGEN
	<i>ex-officio</i> , VP ITS	Gonick	Lev	UGEN
	student, graduate	TBD		
	student, postdoc	TBD		
	student, undergraduate	TBD		
2009-2012		Hirsch	Stanley	SODM
2006-2009, 2009-2012		Jensen	Erik	LAW
2009-2012		Kaelber	David	SOM
2008-2011		Merat	Frank	CSE
<b>2009-2012</b>		<b>Munson</b>	<b>Michelle</b>	<b>MSASS</b>
2006-2009, 2009-2012		Orlock	John	CAS
2008-2011		Petschek	Rolfe	CAS
<b>2010-2013</b>		<b>Buchanan</b>	<b>Richard</b>	<b>WSOM</b>
<b>2010-2013</b>		<b>Broich</b>	<b>John</b>	<b>CAS</b>

## 2010-2011 Committee on Women Faculty

Term	Membership	Last Name	First Name	School
2008-2011	chair, 2008-2011	Kaufman	Betsy	SOM
	<i>ex-officio</i> , PACoW, chair or designee	Madigan	Liz	SON
	<i>ex-officio</i> , provost or designee	Singer	Lynn	UGEN
	<i>ex-officio</i> , Women Faculty SOM, chair or designee	Stager	Peggy	SOM
	<i>ex-officio</i> , Women's Center, chair or designee	Miller	Dorothy	UGEN
2010-2013		Minnes	Sonia	MSASS
2008-2011		Augustine	Sarah	SOM
2006-2009, 2009-2012		Farrell	Karen	UGEN
2007-2010, 2010-2013		Huckelbridge	Art	CSE
2009-2012		Madigan	Liz	SON
2008-2011		Maloni	Judith	SON
2007-2010, 2010-2013		Ritzmann	Roy	CAS
2008-2011		Williams	Kristin	SDM

## 2010-2011 Committee on Faculty Personnel

Term	Membership	Last Name	First Name	School
2004-2007, 2007-2010, 2010-?	chair, 2009-2010	Kazura	Jim	SOM
	<i>ex officio</i>	Clochesy	John	UGEN
	<i>ex officio</i> , member of Faculty Compensation	TBD		
	<i>ex officio</i> , president's designee	Singer	Lynn	UGEN
2008-2011		Farrell	Karen	UGEN
2010-2012 (replacing Sana Loue)		Deming	Nicole	SOM
2007-2010, 2010-2013		Leitman	Marshall	CAS
2007-2010, 2010-2013		Liberatore	Vincenzo	CSE
2010-2012 (replacing Wallace Gingerich)		Higgins	Patricia	SON
2008-2011		Shane	Scott	WSOM
2010-2011		Teich	Sorin	CSDM
2009-2012		Yang	Peter	CAS

## 2010-2011 Committee on Undergraduate Education

Term	Membership	Last Name	First Name	School
2009-2012	at-large member, chair	McGuffin-Cawley	Jim	CSE
2009-2011	at-large member, vice-chair	Chottiner	Gary	CAS
2010-2013	at-large member	Cano	Christine	CAS
	school representative (BIOC/NUTR)	Swain	James	SOM
	school representative (PHED)	Reimer	Jennifer	PHED
	school representative (CAS)	TBD		
	school representative (CSE)	Savinell	Robert	CSE
	school representative (WSOM)	Parker	Larry	WSOM
	school representative (SON)	Lotas	Lynn	SON
	provost designee, ug administrator	Bischoff	Richard	UGEN
	provost designee, ug administrator	Feke	Don	UGEN
	provost designee, ug administrator	Nicholls	Glenn	UGEN
	provost designee, ug administrator	Wolcowitz	Jeff	UGEN
	student, undergraduate	TBD		
	student, undergraduate	TBD		
	<i>ex-officio</i> , provost	Baeslack	Bud	UGEN



## 2010-2011 Nominating Committee

Term	Membership	Last Name	First Name	School
2009-2011	chair, 2010-2011	Tullai-McGuinness	Susan	SON
	<i>ex-officio</i>	Woyczynski	Liz	
	<i>ex-officio</i> , FS chair-elect	TBD		
2010-2012		Korbin	Jill	CAS
2008-2010, 2010-2012		Erdilek	Asim	WSOM
2008-2010, 2010-2012		Faddoul	Fady	CSDM
2006-2008 , 2008-2010		Pat	Kennedy	PHED
2010-2012		Marchant	Roger	CSE
2007-2009, 2009-2011		Wolpaw	Daniel	SOM
2009-2011		Crampton	David	MSASS
2007-2009, 2009-2011		Mercer	Kathryn	LAW

**Faculty Senate Research Committee Summary Report**  
**October 1, 2009 – April 8, 2010**

1. GSS Mentee Guidebook for Students: The GSS Mentee Guidebook for Students was recommended by the FSRC to the FS Exec Cmte for approval within the current academic year. Gary Wnek was to send the Guidebook to the Deans for endorsement prior to the Exec Cmte seeing it.
2. Non-Scientific Research Support Concerns
  - a. The committee has gathered information over the last year from all the schools and has reviewed multiple recommendations and concerns. Consistent with the perceived current situation, it has identified 5 areas (listed 1-5 below) where both recognition of bottlenecks and progress over the last 12-18 months is noted. This progress is greatly appreciated by the research stakeholders and the committee recommends close monitoring of these issues. **In other areas (listed in 6-9), critical bottlenecks are significantly diminishing the capacity of the University to complete its research mission, and these areas should be targeted for immediate action.**

1-Faculty continue to search for sources of research support through Federal grants.

2-Faculty continue to search for sources of research support from other sources.

3-For training and other group grant opportunities, the University and Schools should continue to make available relevant boilerplate information.

4-Pre-award issues related to submission of grants has improved significantly; continue to make available resources to increase the efficiency of the submission process.

5-Human resources should continue to improve its communications with and service to stakeholders.

**Critical Barriers to Current Research**

**6-Post-Award Grants and Contracts:** Delays and inefficiencies in the setup of grant accounts and the approval of contracts and sub-contracts are contributing to substantial overhead in the research enterprise. Poor communication between institutional officials and stakeholders in defining policies and delays in the execution of agreed upon policies are delaying completion of research and delaying collection of overhead. **These issues represent significant intellectual, financial, and compliance risks to the University as a whole.**

**7-Active Management of Post-Award issues:** The committee recommends that benchmarks for account and contract setup be established and closely monitored to promote a culture of accountability. Deans for Research from each school should be kept informed of progress in Post-Award administration and be solicited for feedback on process and progress.

**8-Sub-optimal research space management** and long renovation timetables in A&S and Engineering are contributing to delays in completing research. Clear lines of authority and communication are lacking and must be remedied.

**9-The level of purchasing efficiency** is perceived to be inadequate-The University must develop a customer service mentality in delivering purchased goods and services. Dissatisfaction with the preferred vendors systems in terms of pricing reflects the discontent.

3. Alliance Proposals
  - a. The FSRC has requested that all applications receive constructive feedback on their proposals and are made aware of the criteria that were applied. We felt this was important in the interest of transparency and so unsuccessful applicants could improve their proposal in the future. Also, the FSRC questioned what mechanisms exist for feedback about the Alliance process itself and plans for optimizing it?
    - i. Provost Baeslack plans on providing written evaluation/feedback summaries to all Alliances proposals, and will follow up next semester visiting the Alliance process with a

wide range of constituencies, probably beginning with the Alliance leaders and teams, and then with other campus stakeholders. This process will continue to evolve and improve.

#### 4. External Presentations

##### a. Roger Bielefeld (Director, Customer Service & Support, University Information Services) presented on Research Computing

i. In October 2009, the Faculty Senate requested short-term, low cost budget priorities from the standing committees.

1. The FSRC recommended \$50,000 from the FS budget to be used to help pay for 1/2 of a post-doc and the rest of the 30% salary for the database programmer in the Research Computing Center, using publication and awarded grant numbers as acceptable tracking metrics as a measure of success.

##### b. Ginger Saha presentation: How the Case Libraries support research

i. The FSRC had a few take home concerns regarding library resources: access to materials at off-site holding facilities, range of collections (electrochemistry holdings, e.g.), and the library needs to reach out to the researcher to do literature searches

ii. Theoretically, if the library's budget were doubled, funds could go to the scholarly components of the library (i.e. services, databases, etc.)

1. What would we get with a 20% increase to the Libraries?
2. What do schools with double our budget do with their funds?

a. The FSRC would like to follow-up with the Standing Committee on Libraries and ask for some footwork to be done on finding what we're missing that these other libraries have. The FSRC would also like to know what they can do to help the Library Committee.

##### c. Joe Jankowski -Technology Transfer : Progress and Possibilities

i. Fostering corporate relationships between faculty and external companies

1. A panel has been assembled to foster corporate relations and the FSRC will keep in touch with the panel to follow-up on their progress.
2. The FSRC recommended that Tech Transfer include a central pot of money/increased funding so good ideas can go forward; putting money on the table might attract PIs to bring ideas forward.

## **Year-End Report of the Faculty Senate Committee on Women Faculty, 2009-2010**

During the academic year 2009-2010, the Faculty Senate Committee on Women Faculty continued to monitor progress on the child care center initiative and began discussion of part-time tenure.

In the fall, the committee reviewed progress on the child care initiative, including several short-term solutions being implemented this year. Also, there are continuing discussions with the Music School Settlement about a new facility that may address long-term child care needs. Our committee released a statement describing how the Faculty Senate has worked successfully with the administration to improve the university community.

The Committee on Women Faculty submitted a proposal for short-term low-cost funding. This was a proposal to set up opportunities for women faculty to network, establish mentoring relationships, and learn career development strategies. The Committee would 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 would be covered. Receptions and informal networking lunches would also be planned to encourage and help women faculty network and develop mentoring relationships. This proposal was not funded.

Faculty Senate Committee on Women Faculty member Karen Farrell was selected to represent the Committee on the Diversity Leadership Council.

In January Members of the Committee on Women Faculty met to discuss part-time tenure. Jim Kazura was present, representing Personnel. Based on the experience of other institutions that have offered part-time tenure (extending the tenure clock by up to 3 years while a junior faculty member works part-time), it is anticipated that very few faculty members would choose to use this option. Reasons not to use it include constraints by grant requirements, need for full-time salary, and concerns about being perceived as “not serious”. Yet, the availability of the part-time tenure option might be valuable for occasional faculty (or prospective faculty) who require additional flexibility. Offering part-time tenure might prevent occasional young faculty members from leaving CWRU, a situation that costs the university considerable resources since the departing faculty member represents a substantial loss (e.g. start up funds) and new faculty must then be recruited. If only a few potentially excellent faculty members could be retained at CWRU through use of the part-time tenure option, the faculty would be strengthened and a substantial amount of money could be saved. In addition, the availability of part-time tenure could be a recruiting tool: it would send a message to prospective faculty that CWRU promotes a culture that is flexible and friendly to families.

There was some discussion about the reasons for invoking the part-time tenure option. It is most likely to be used by faculty with young children. There was discussion about whether it would be appropriate for faculty with other needs (including an ailing spouse or parent). More controversial would be election of part-time status to pursue avocational

or entrepreneurial activities. Guidelines could be developed to determine when the option would be appropriate, or the Senate may decide that a specific reason is not required.

The Committee recommends that the Senate limit discussion to the part-time tenure issue (for pre-tenure faculty) at this time. In the future, however, we recommend further discussion of other part-time options for faculty. Currently, faculty members over 55 with 10 years of full-time service can elect half-time employment. This election is irreversible. In reality, a tenured faculty member may need to seek temporary part-time status before age 55 (e.g. to care for young children and ailing parents) and later wish to return to full-time work. While such arrangements would need to be negotiated in such a way that institutional needs are met, a flexible work environment is likely to enhance faculty recruitment and retention and serve the institution well in the long run.

On April 13, the Committee reported the discussion of part-time tenure to the Faculty Senate Executive Committee. Based on recommendations from the Executive Committee the next steps include 1) Personnel and Women Faculty Committees will present the part-time tenure initiative to the full Senate in the fall; 2) Personnel and Women Faculty Committees will draft language for this new tenure category, to be fine-tuned by the Bylaws Committee prior to presentation to the Executive Committee, Senate, and Board of Trustees; 3) the Provost will initiate a discussion of part-time tenure with the deans, who can take the discussion to the department chairs for further input.

Respectfully submitted,

Elizabeth S. Kaufman, MD  
Chair, Faculty Senate Committee on Women Faculty  
April 13, 2010

## FSCUL Annual Report (15 April, 2010)

One of the major concerns of the Committee this year was the ongoing turmoil at OhioLink and what this might mean for our own access to research resources. The KSL staff, as well as representatives of the other libraries (Law, Health Center, MSASS), kept the Committee abreast of changes, concerns and impacts on their own operations.

FSCUL was asked to submit budgetary priorities to the Faculty Senate. Our priority this year suggested the purchase of an Espresso Book Machine that would produce bound books on demand. The machine would cost about \$100,000 to purchase and operates at a cost of about one cent per page. This proposal was listed fourth in priority and was being looked into more fully by the provost's office. Further research showed that the machine was not likely to get enough use to make it financially viable.

With the announcement of the retirement of long-time University Librarian Joanne Eustis, the FSCUL was kept up to date on the search for the new librarian and had a chance to add its own input through the chair and members of the library staff who are also on the search committee.

At the March meeting, the Provost responded to the Library Task Force report that called for a report back to FSCUL by March 1. The Provost responded to each of the points in the Task Force report. The highlights included 1) Budget Transparency -- A budget task force is currently in place and part of their charge is to discuss the university's budget allocation process; 2) Development -- the library should work with the University development officers so that the library's needs will be included in any new capital campaign; 3) Alliance Support -- A cost proposal is being developed for the Provost that will outline how all of the campus libraries can support each of the alliance areas; 4) Strategic Plan -- although there is no way to go back and add the library in to the SP, the library should be sure it is part of all the relevant Action Plans; 5) Reporting Relationship of University Librarian -- The President's Council is undergoing change anyway, and the reporting chain for the new University Librarian will be a topic of discussion with the candidates; 6) OhioLink -- stressed the need to continue monitoring the situation to be sure the CWRU community maintains access to its research needs. In addition the Provost indicated that library space usage will be reassessed.

KSL has been involved in negotiations with nearby institutions about sharing resources with other libraries in the University Circle area. A Memorandum of Understanding has been approved with the WRHS and there are several small, confidence-building projects, including digitization that, if successful, will lead, it is hoped, to more extensive collaborative arrangements after the first year.

Finally, the library has looked at the possibilities for locating faculty study carrels or offices in the library. Several alternatives were discussed, including a bit for larger size carrels with locking drawers and cabinets to be located on the second floor. Consideration of various alternatives, and the faculty feedback, are still underway.

## Report on activities of the Faculty Senate Budget Committee

Submitted by Julia Grant to the Executive Committee of the Faculty Senate

April 17, 2010

Summary of topics covered or scheduled to be covered before mid-May:

- Audited financial statements for fiscal 2009
- Capital budgeting process
- PADS data report
- Revenue and cost allocation procedures and formulas
- Library costs and challenges
- Information technology costs
- Facilities projects and costs
- Human resources costs and information on fringe benefits
- Development and external relations outcomes and costs
- Further discussions of capital projects, including processes and the Uptown Project
- Office of Student Affairs
- Discussion of University Investments

During the first half of fiscal 2010, the FSBC met seven times, and will have meet six times in the spring term. The committee has as a routine charge to stay current on any relevant University budget issues, including both the regular budgeting process and any additional issues that arise. Under the “additional issues” category, this year has been marked by preparing to work with the outcomes from the Provost’s Budget System Review Committee, as well as by reviewing a new capital budgeting process being developed by John Sideras. The report to the Provost from the review committee has not yet been completed, so that assignment continues; some continuity of committee members into next year will allow next year’s committee to take advantage of the knowledge base developed during this year.

Routine issues that have been addressed or discussed have included periodic updates on PADS data (tracking grant proposals and awards) by Chris Ash, VP of Planning and Institutional Research, and an October 20 presentation and discussion of the audited financial statements for the period ended June 30, 2009, led by John Sideras, Sr. VP for Finance and CFO. John has also implemented a new capital budgeting process, the planning stage of which he reviewed with the committee early in the fall; he subsequently discussed the planned capital budget for the next year. The committee also had a presentation in February of the second quarter forecast for this fiscal year, the discussion led by Donald Stewart, whom the University has welcomed this past fall as VP for Financial Planning.

The rest of the sessions have been devoted to educating ourselves in preparation for recommendations from the Budget System Review Committee. We have realized that there are two big issues here—one is the formulas by which costs are allocated, and the other is the amount of the costs in the pools to be

allocated. We began in September with a detailed presentation by Ginny Leitch, Assoc. VP for Budgets and Financial Planning, on the current revenue and expense allocation formulas and procedures, to create a basis from which we can compare any recommendations that may come from the Provost's committee. There are a number of formulas and bases for allocation, depending on the types of costs or revenues being allocated. Details can be found here:

<http://www.case.edu/provost/budget/a/pdfs/bud10/appendixC.pdf>

We have had presentations from most of the areas of major cost pools. Joanne Eustis, then University Librarian, Tim Robson, now acting University Librarian, and others on the Kelvin Smith **Library** staff presented their costs, and discussed the various challenges faced in the technology-enabled environment, including the University's concerns about fulfilling its obligations to OhioLink. Lev Gonick, VP for Information Technology Services, discussed **information technology** (central) costs, based on the presentation of those costs that ITS includes in its annual report:

[http://www.case.edu/its/publication/documents/AnnualReport2009\\_Final\\_9-20.pdf](http://www.case.edu/its/publication/documents/AnnualReport2009_Final_9-20.pdf) .

John Wheeler, Senior VP for Administration, and John Lawyer, VP for Campus Planning and Operations, talked about funding campus **physical facilities** and operations, and they returned in March for updates on the Uptown Project. Due to concerns and questions that arose about those plans, the committee had a further discussion of capital projects processes at a subsequent meeting. The committee looks forward to full implementation of the capital budgeting process in hopes that it will allow more discussion of projects at earlier stages when input might be useful.

Carolyn Gregory, VP of **Human Resources**, presented information on costs of employee benefits provided. Bruce Loessin, Sr. VP for University Relations and Development, along with Kaye Ridolfi, Assoc. VP for Institutional Development and Larry Gibson, Executive Director of Operations for Development, presented information on the status of fund raising for the University, as well as the budget for the **development and external relations** area.

Glenn Nicholls, VP of **Student Affairs** will speak with us about his area's activities. And our final visitor scheduled for the year will be Sally Staley, Chief **Investment** Officer of the University, to talk about the University's investment performance. Other meetings may be scheduled if requested by the Provost or CFO as a result of the budget review committee's work.



## Annual Report of the Faculty Personnel Committee, April 2010

Chair: James Kazura (SOM)

### Members:

John Clochesy, UGEN (*ex officio*)

Lynn Singer, UGEN (*ex officio*)

Karen Farrell, PHED

Wally Gingerich, MSASS

Marshall Leitman, CAS

Vincenzo Liberatore, CSE

Scott Shane, WSOM

Sorin Teich, CSDM

Peter Yang, CAS

The Committee met 4 times and discussed the following issues:

1. The option to offer part time tenure.
2. Faculty advising role and the proposal to modify the Faculty Handbook wording regarding this role.
3. A resolution by the undergraduate general assembly (R. 19-09) to have Student Course Evaluations be Disclosed to Students via a monitored website
4. University Professor Guidelines

The processes and outcomes of each of the issues are summarized below.

### 1: The option to offer part time tenure

The committee discussed this option after the issue was raised by President Snyder and Provost Baeslack. The committee agreed to have or more members of the committee serve on an ad hoc Faculty Senate committee that included representation of the Women's Faculty Senate and Minority Committees. Resolution of this issue included strong support of the option of offering part time tenure in order to attract new faculty who were interesting in extending the pre-tenure period due to personal issues such as child rearing and other caregiver activities.

### 2: Faculty advising role and the proposal to modify the Faculty Handbook wording regarding this role

The Committee discussed this and was initially equivocal about the need for a formal change in the faculty handbook since it was felt that this issue was already adequately covered in the Faculty Handbook under teaching activities. However, during the course of discussions of ad hoc Faculty Senate committee chaired by Glenn Starkmann, the chair of Faculty Personnel committee supported an amendment to the Faculty Handbook that more explicitly defined faculty responsibilities advising.

### 3: A resolution by the undergraduate general assembly (R. 19-09) to have raw course evaluations by students be widely disclosed to students

The Committee strongly discouraged support of this resolution since there was no formal way of monitoring and evaluating the accuracy and fairness of such polls. It was also suggested that this

mechanism was subject to sampling error and might reflect personal popularity rather than the quality of course content.

#### 4: University Professor Guidelines

The Committee was asked to consider the resolution to name a small number of University Professorships on an annual basis in order to acknowledge the appreciation of faculty who have sustainably contributed to the scholarship and service at CWRU. The committee supported the guidelines proposed the Provost's office.

April 16, 2010  
Faculty Senate Committee on By-Laws  
**Year-end report, 2009-2010**

The By-Laws Committee met eight times in 2009-2010. The following items were considered:

1) Amendments to Chapter 3 of the Faculty Handbook proposed by the Faculty Senate *ad hoc* Committee on Grievance Process Reform. The proposed amendments specify that formal grievance procedures cannot be invoked with respect to conflicts between faculty colleagues. They describe procedures for the formation of hearing committees and for the formation of a grievance panel. They also give to hearing committee chairs the authority to preview relevant documents submitted by both parties in a grievance and to rule documents as inadmissible in order to minimize the offering of irrelevant testimony. **These amendments were approved by majority vote of the Faculty Senate at its January 19, 2010 meeting.**

2) A proposed addition to Chapter 3 of the Faculty Handbook concerning the creation of the permanent title of University Professor. The addition describes the title of University Professor, specifies who is eligible for the honor, and enumerates the criteria for such appointments. It also specifies the composition of a selection committee and describes the nomination and selection process for the title of University Professor. **This amendment was approved by majority vote of the Faculty Senate at its February 24, 2010 meeting.**

3) Proposed amendments to the by-laws of the School of Medicine, pertaining to the unique status of the Department of Biomedical Engineering (jointly based in the SOM and in the CSE). According to these amendments, the principal designation (SOM or CSE) of a faculty member in the Department of Biomedical Engineering will determine a) which school's pretenure period and b) which school's process and standards for appointment, promotion, and tenure shall govern the appointment. The faculty of the Case School of Engineering also voted to approve the language. **These amendments were approved at the April 13, 2010 meeting of the Faculty Senate Executive Committee; approval of Faculty Senate is pending.**

4) Proposed amendments to the by-laws of the Case School of Engineering. The first set of edits, concerning the creation of a budget committee, was a response to earlier recommendations by the By-Laws Committee. **These amendments were approved at the April 13, 2010 meeting of the Faculty Senate Executive Committee; approval of Faculty Senate is pending.**

A second set of amendments presented by the CSE was reviewed by the By-Laws Committee and returned to the CSE with recommendations.

5) Proposed amendments to the By-Laws of the Faculty Senate, brought to the Committee by various committees of the Faculty Senate. One amendment specifies that standing subcommittees of the FSCUE need not be approved by the Faculty Senate ; another amendment specifies that faculty senators serving on the FS Executive Committee should report to the FS Executive Committee yearly on matters pertaining to their respective constituent faculties. **These amendments were approved at the April 13, 2010 meeting of the Faculty Senate Executive Committee; approval of Faculty Senate is pending.**

6) Various proposed amendments to Chapter 2 of the Faculty Handbook, pertaining to the composition of the FS Executive Committee, the selection pool for the Nominating Committee, and the composition of the Committee on Graduate Studies. **These amendments were**

**approved at the April 13, 2010 meeting of the Faculty Senate Executive Committee; approval of Faculty Senate is pending.**

A proposed amendment pertaining to the review process for undergraduate course proposals originating in non-UPF constituent faculties was also considered by the By-Laws Committee, approved, and then tabled at the April 13 meeting of the FS Executive Committee.

7) An amendment to Chapter 3 of the Faculty Handbook proposed by the FS *ad hoc* Committee on Raising the Level of Importance of Faculty-Centric Academic Advising. The amendment underscores the importance of academic advising as a professional activity and includes academic advising among a number of “teaching activities.” **This amendment was approved at the April 13, 2010 meeting of the Faculty Senate Executive Committee; approval of Faculty Senate is pending.**

8) The Chair of the Committee on Minority Affairs, Dr. Faye Gary, presented to the Chair of the By-Laws Committee the need to revise the charge of the Committee on Minority Affairs as outlined in the FS By-Laws. Revisions to this charge are being drafted by the Minority Affairs committee and will be proposed at a later date.

We would like to thank Liz Woyczynski for her continued administrative support.

Respectfully submitted,  
Christine Cano  
Chair, Faculty Senate Committee on By-Laws  
Associate Professor of French

*Report of the Faculty Senate Committee of Information Resources (FSCIR)*

*4/9/2010*

*Kalle Lyytinen*

The committee has met 6 times during the year. The key activities of the committee are listed below.

*ITS External / Internal review monitoring and assessment (September / March Meetings)*

FSCIR has monitored the planning and implementation changes suggested by the ITS external review in Spring 2009. These issues focused mainly on IT governance and organization, security, budgeting, cost and capital allocation and ITS services and mission. Most of these issues were also addressed as separate meeting items along the academic year.

*Review of IT organization, budgeting and services in different school (October, November meeting)*

FSCIR has heard presentations of representatives in selected schools related to IT organization, budgeting, services and service charges, key challenges and issues faced. The committee invited people from IT groups and also dean / vice dean from each school to report their views on IT management issues. The aim is to recognize best practices, key challenges and common frameworks to organize and manage IT activities across schools. One aim is to find out how much there are IT costs not accounted by the central IT (as requested by the external IT review). Four schools were scheduled for the year (Law, WSOM, AS, Engineering). Due to scheduling issues only two were carried out (Law, WSOM). The activity will be continued next year and a report will be written about the status of IT governance in the schools.

*FSCIR charge and mission (October, December, January meeting)*

A new charge was prepared by a task force consisting of Ginger Saha, Marc Buchner, Lev Gonick and Kalle Lyytinen. The final version of the mission has been forwarded to Faculty Senate Exec committee on 2/15.

*Customer service (January Meeting)*

ITS (Michael Kubit) reported on the progress in improving help desk operations over the last 4-5 months and the remaining challenges since the change of the help desk service provider. The committee has noted significant improvements in response times and first level clearance.

*Security (September, March meeting)*

The committee has endorsed and followed the initiative on improving the security of not leaking or using social security numbers. So far an astonishing number of 19 million ss# instances have been found over 5800 clients that have been installed.

*IT budgeting and IT cost allocation / distribution (February meeting)*

FSCIR organized a meeting with budgeting committee which focused on the following topics 1) the need and principles for capital allocation principles for large IT projects and infrastructure renewal; 2) cost allocation principles across campus and for different types of IT cost, 3) proportional size of the IT budget components, their distribution and the size of separate IT budgets and their governance in different schools. There is a continued need to enhance collaboration between the FSCIR and budgeting committee. ITC and FSCIR need to also improve communications in Case Daily and other forums on IT cost and its allocation on the campus.

*ITC budgeting and capital planning prospects for 2011-2012 and prioritization (October, March meeting)*

FSCIR has reviewed the capital needs for network renewal and system renewal in March meeting for 2011-2012. The committee also prioritized items for the senate related to new additional projects in 2010-2011.

*Swine Flu Pandemic (September)*

Lev Gonick and Tom Siu reported on the preparations for the potential swine flu epidemic in September meeting.

TO: Carol Musil, Chair of the Faculty Senate

FROM: Gary Chottiner, Chair of the Faculty Senate Committee on Undergraduate Education

DATE: April 16, 2010

This report summarizes the activities of the FSCUE over the past academic year.

1. The FSCUE established four standing subcommittees to assist in handling our responsibilities. The membership and charge for each subcommittee is posted on the Faculty Senate web site at <http://www.case.edu/president/facsen/frames/committees/committeelist.htm>.
2. We have established a process for communicating our actions to the Faculty Senate via the Executive Committee and for implementing FSCUE recommendations after the proper approval has been given.
3. The FSCUE and its subcommittees established procedures to handle routine but critical business such as approval of Course Action Forms, academic standing actions for undergraduates, and admissions decisions for borderline applicants.
4. The FSCUE proposed three different programs for the special Provost's funds. One of these, on undergraduate academic advising, was funded while the other two may be supported by other mechanisms. The FSCUE is working with Don Feke to begin implementation of the special advising program this summer.
5. We have initiated a discussion of International Programs with David Fleshler. Jill Korbin will represent the FSCUE on one of his working groups. We plan to consider a number of issues related to CWRU students studying abroad and international students matriculating at CWRU. In response to concerns expressed by USG, the FSCUE has given guidance to the Office of Undergraduate Studies to temporarily relax strict enforcement of a language requirement that made it difficult for some CWRU students to study abroad.
6. Significant changes in academic standing policies were approved and implemented.
7. We have instituted a new policy that students who fail to satisfactorily complete a prerequisite for a subsequent course but who enroll in that latter course before final grades are submitted may now be forced to drop the course unless they receive a permit from the instructor.
8. Under instructions from the Faculty Senate Executive Committee, the FSCUE reviewed the CSE SAGES proposal and passed its recommendation along to the ExComm.
9. We have considered how to handle Dual Degree/Binary programs with Asian Universities and, with the FS-ExComm's approval, requested a temporary hiatus to further agreements until clearer policies for these agreements are established.
10. We have begun to consider how to handle proposals for undergraduate minors and majors from alliances, institutes and non-UPF departments at CWRU.
11. The FSCUE is reviewing the use of 'certificates' for undergraduate programs as well as other special designations (*tracks, sequences, etc.*) that could be recognized on a student's transcript. We will also consider suggestions that research and creative endeavor experiences, community outreach work, and miscellaneous other achievements outside the realm of courses be included on the transcript.

12. The policy that 30 extra credits are required to earn two distinct degrees is on our agenda for review.
13. Course evaluations are under review. Concerns include USG's request to make comments available, whether current evaluations are serving the myriad purposes for which they are used, and overall participation rates. We expect to work with the FS-ExComm and FS on these issues, since some of the concerns extend beyond the mandate of the FSCUE.
14. The FSCUE's Academic Standing Subcommittee has been asked to recommend whether the faculty should adopt policies that permit forcing students to withdraw from a course for behavioral or other reasons.
15. We have been asked by the Office of the Registrar and by the CAS to review One Time Only Course Approvals. The use of these special course approvals has expanded beyond their original purpose. Clearer policies are needed to make certain the system is not being abused while also perhaps expanding their use for sensible scenarios. Our Curriculum Subcommittee is studying the various concerns.
16. The Office of the Registrar asked the FSCUE to review the use of R grades and consider potential new policies on their use. SIS provides far more options in this regard. This discussion has been delegated to our Curriculum Subcommittee.



## **Year End Report of The Faculty Senate Compensation Committee (2009-2010)**

During the academic year 2009-2010, the Faculty Senate Compensation Committee almost entirely focused on completing The Faculty Compensation Philosophy Document (Appendix I). In this regard, the committee worked through a number of draft versions after repeated input from the Provost, Vice-Provost and Deans of the various schools. The final document was approved by Faculty Senate on March 25<sup>th</sup>, 2010. This is scheduled to be posted on the Provost's website and, once posted, will be distributed to the entire faculty by email from the committee.

The committee also discussed and contributed two proposals to the Faculty Senate Budget Committee for the 2009-2010 Senate Budget Priorities. These suggestions were: 1) That \$5-10k be used to investigate whether "Elder Care" could be added as a benefits option that faculty/staff could obtain; and 2) 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. The first proposal was approved by Senate.

The committee also discussed, but tabled, a full and comprehensive analysis of faculty salaries and also a working group to highlight specific issues within the School of Medicine. While both of these issues should be major priorities for 2010-2011, in the former instance, the Vice Provost will provide salary information for the various schools and departments broken down, as far as possible while maintaining anonymity, by rank and gender, and this will be distributed to the entire faculty by email from the committee. It is anticipated and hoped that such broad dissemination of information will greatly increase the transparency of compensation at CWRU.

Respectfully submitted,

Mark A. Smith

Professor of Pathology

Chair, Faculty Senate Compensation Committee

### **Appendix I**

#### **COMPENSATION PHILOSOPHY, OBJECTIVES, PRINCIPLES and STRATEGIES**

Whereas, it is Case Western Reserve University's belief that competitive pay is a key element in the recruitment, retention, motivation, development, and reward for the productivity and commitment of our highly qualified, diverse faculty who play a key role in fulfilling the University's mission and programs, it is hereby proposed that the following Compensation Philosophy be instituted and enacted to achieve equitable and fair compensation for our faculty at Case Western Reserve University.

#### **Compensation Philosophy**

Case Western Reserve University believes that competitive pay is a key element in the recruitment, retention, motivation, development, and reward for the productivity and commitment of our highly qualified, diverse faculty who play a key role in achieving the University's mission and programs. It is hereby proposed that the following Compensation Philosophy be instituted to achieve equitable and fair compensation for faculty at Case Western Reserve University.

Faculty salaries will be based on performance in relation to faculty obligations as described in the *Faculty Handbook*, and, as defined by the individual's School, external market comparisons by discipline at peer institutions, and internal equity within the capacity of the fiscal resources of the University, while maintaining compliance with all applicable rules and laws and taking into consideration the fiduciary accountability to the Case Western Reserve University Board of Trustees. The compensation evaluation process shall be equitable, fair, and transparent, recognizing a combination of scholarly and creative activities aligned with the Institutional vision, values, and goals, including scholarship, teaching, research, service and other contributions, including collaborative and interdisciplinary efforts.

### **Compensation Objectives**

To fulfill its mission, Case Western Reserve University must attract and retain outstanding faculty. To achieve this goal, faculty compensation must be competitive, and the processes and practices used to adjust compensation must be transparent, clearly communicated, and fairly administered. The following compensation objectives will enable the implementation of the compensation philosophy:

1. Compensation should be commensurate with a faculty member's rank within their discipline, their time in rank, and past and present performance and accomplishments.
2. A level of compensation should be achieved that is competitive with our peer institutions, with the goal of achieving at least the mean of AAU averages over a four-year period in all disciplines and ranks.
3. A performance-based compensation process shall be instituted by each School that is equitable, fair, and transparent, recognizing a combination of scholarly and creative activities aligned with institutional goals, including: teaching, research, service contributions, collaborative, and interdisciplinary efforts.
4. Salary compression, inversion, and internal and external inequity of traditional salary structures, not reflecting levels of documented faculty performance, shall be systematically adjusted.
5. Barring unusual University-wide fiscal circumstances, faculty, who have satisfactorily achieved defined performance metrics, will receive an annual compensation increase. A zero compensation increase for any faculty member will be an exception.
6. The University and its Schools will provide raise pools for annual merit-based and equity-based compensation increases that accommodate the achievement of competitive faculty salaries and thereby support the Institution's success in fulfilling its mission.

### **Compensation Principles**

1. Each school will have a compensation planning process that will incorporate faculty performance and impact, as well as internal and market equity information.
  - Performance metrics should be clearly defined, including criteria and the process used to measure performance, with input from the Dean, Department Chair, direct supervisors, and faculty. Faculty input on the metrics and process is expected with sufficient faculty consensus seen as a desirable outcome.

- As required by the Faculty Handbook, performance evaluations and salary adjustments will be performed annually and inversion, compression, and equity issues addressed in a systematic manner.
  - Whenever possible, compensation increases will include above average increases for faculty with exceptional accomplishments over the year. The contributions of individuals who are strong and consistent performers will also be recognized through a compensation increase.
2. The compensation plan for each School should be driven by central principles and guidelines, the University Compensation Philosophy, unit governance, and focused on furthering academic excellence in scholarship, teaching and service, while creating an environment of opportunity and fairness.
  3. The annual performance and compensation review must fairly assess performance and provide opportunity for performance improvement and faculty development. The factors determining rewards for performance must be clearly delineated.
  4. Schools will communicate their written compensation guidelines and salary budget increases to faculty on an annual basis.

### **Compensation Strategies**

The University's compensation strategies will maximize recruitment, development, performance, and retention of quality faculty across their careers, while adhering to the letter and spirit of applicable regulations.

1. The Office of the Provost will assist the Schools by providing competitive market salary data regarding rank and discipline that will be used to determine appropriate compensation levels for these positions, and this will be distributed on an annual basis to all faculty by the Compensation Committee. This data will be drawn from our peer institutions that we use in our University comparisons. Base salary considerations are determined by composite survey information collected from such organizations as College and University Professional Association (CUPA), American Association of University Professors (AAUP), American Medical Council (AMC), American Association of Colleges of Nurses (AACN), (UUA), American Association of Collegiate Schools of Business (AACSB), and the dental professional organization scale.
2. Schools will examine equity patterns across protected groups identified in Civil Rights legislation, taking leadership to transcend any of the historical market-based patterns of inequality.
3. As part of the compensation process, Schools will develop an equity adjustment process, in addition to the annual merit-based salary increase process, to both support the requirement for compensating exceptional performance and to systematically address salary inversion, compression, and/or inequity of the salary of the more experienced faculty whose performance has been satisfactory over their years of employment.
4. To correct for unjustified salary distortions that do not accurately reflect the relative level of performance by faculty members, the Office of the Provost will conduct an annual review to assess faculty compensation and equity using salary and performance metrics consistent with the compensation philosophy described herein, along with appropriate statistical analysis. This review will identify potential inequities in compensation. Any flagged inequities will be communicated to the appropriate Dean and Chairperson for further review and a course of corrective action developed, as necessary.

### **Faculty Compensation Committee**

Members on the Faculty Senate Compensation Committees (2007-2010) involved in developing the University Compensation Philosophy, Principles and Strategies:

Susan Case, Chair, Organizational Behavior, (2007-2009, member 2009-2010)

James Dennis, Orthopedics UH, (2008-2010)

Donna Dowling, School of Nursing, (2007-2009)

Kathleen Farkas, MSASS, (2007-2009)

Stanley Hirsch, Dental Medicine, (2007-2008)

Alex Jamieson, Macromolecular Science and Engineering, (2009-2010)

Eva Kahana, Sociology, (2008-2009)

Patrick Kennedy, Physical Education and Athletics, (2007-2010)

Carol Liedtke, Pediatrics, (2009-2010)

Charles Malemud, Rheumatology UH, (2007-2010)

Sean McDonnell, Physical Education and Athletics, (2009-2010)

Karen Potter, Theater and Dance, (2007-2008)

Catherine Scallen, Art History (2007-2010)

Mark Smith, Chair, Pathology, (2009-2010)

#### *Ex officio*

Hossein Sadid, Chief Finance and Administration Officer (2007-2008)

Jerold Goldberg, Interim Provost and Univ. Vice Pres. (2007-2008)

John Sideras, Sr. VP for Finance and CFO, (2008-2010)

Bud Baeslack, Provost, (2008-2009)

Lynn Singer, Deputy Provost and VP for Academic Affairs, (2009-2010)

***RESOLUTION ON ACTIONS DESIGNED TO RAISE THE IMPORTANCE OF FACULTY-CENTRIC ACADEMIC ADVISING AND MENTORING***

*Whereas, the Undergraduate Advising Review Committee (UARC) was established as part of the Strategic Plan implementation process in early 2009; and*

*Whereas, the charge to that committee was to evaluate the current system of undergraduate advising at Case Western Reserve University, 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; and*

*Whereas, the final report of the UARC affirms that, consistent with the practice at most other private, selective institutions, it is appropriate that CWRU's system for major-field academic advising and mentoring is faculty-centric; and*

Whereas, the final report of the UARC recommends that the Faculty Senate consider appropriate revisions to the CWRU Faculty Handbook that place greater emphasis on the importance of academic advising; and

Whereas, the Faculty Senate Executive Committee has reviewed the final report of the UARC and supports the importance of faculty-centric major field advising and mentoring for graduate and professional students as well as for undergraduates; and

Whereas, the Faculty Senate Executive Committee has sought advice from the Faculty Senate Graduate Studies Committee, the Faculty Senate Undergraduate Education Committee, the Faculty Senate Personnel Committee, and the former UARC Committee; and

Whereas the Faculty Senate Executive Committee therefore created the *Ad Hoc* Committee on Raising the Level of Importance of Faculty-Centric Academic Advising, consisting of representatives of the above-named standing committees, to consider the implications of counting advising as part of the faculty member's responsibilities, and to possibly draft an effective and feasible amendment to the Faculty Handbook to raise the importance of faculty-centric major field advising and mentoring for undergraduate, graduate, and professional students; and

Whereas that *Ad Hoc* Committee has deliberated on the report of the UARC, and on its charge from the Faculty Senate Executive Committee, and on the current Faculty Handbook, and on the supporting documentation; and

Whereas, although research, scholarship and creative endeavors, teaching, and service are the three categories of effort in which faculty are commonly expected and held to engage, and by which faculty are evaluated for promotion, tenure and compensation, nevertheless service is widely held to be the least of these, especially for promotion and tenure, while effort and excellence in teaching is widely held to be an important criteria for promotion, tenure and compensation; and

Whereas faculty members seeking promotion or tenure are often mentored and advised to avoid or minimize activities that are unlikely to materially contribute to their promotion or tenure; and

Whereas junior faculty members will often bring valuable perspectives to academic advising and mentoring; and

Whereas mentoring of graduate students is widely accepted to be a component of teaching; and

Whereas good advising and mentoring require a substantial and sustained investment of time and effort; and

Whereas the Faculty Senate acknowledges, values and supports the diversity of academic cultures across the constituent faculties and departments, and while desiring to facilitate the sharing of best practices, seeks to encourage each academic unit to implement those best practices in a manner most appropriate to its own structures, programs and culture; therefore

Resolved,

A. That Chapter 3: PART I. ARTICLE IV of the Faculty Handbook, entitled “Professional Responsibilities,” shall be amended as follows:

1. Sec. B. General Standards, paragraph 2, shall read:

*As teachers, faculty members stimulate and encourage the free pursuit of learning in their students. Faculty members hold before*

*them the best scholarly standards of their discipline. They demonstrate respect for students as individuals and adhere to their proper role as intellectual guides ~~and counselor~~, mentors and academic advisors. Faculty members make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflect their true merit. Faculty members respect the confidential nature of the relationship between themselves and students. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect their academic freedom. They seek to instill in them a continuing desire to learn throughout their lives. They fulfill these standards in their interactions with students of all categories -- undergraduate, graduate, professional and postdoctoral scholars/fellows – and through all manner of teaching activities, including but not limited to, teaching of regular courses, supervision of independent and collaborative study, research, scholarship and creative endeavors, individual and group mentorship and academic advising.*

2. Sec. C. Specific Standards, paragraph 1 shall read:

*Each tenured, tenure track, and non-tenure track member of the University Faculty shall:*

*(i) conduct all professional activities required of him or her, including teaching, research, or other advanced creative activity and service with competence, intellectual honesty, and in accordance with high ethical standards.*

*(ii) carry out all teaching, research, or other advanced creative activity and service obligations as required under the terms of his or her faculty appointment.*

*(iii) continue to develop and improve his or her professional abilities throughout the course of employment with the University.*

*(iv) contribute to the governance of the constituent faculty with which he or she is affiliated and the University in general, including but not limited to:*

*(a) developing of academic programs and curricula*

*(b) fulfilling committee assignments.*

*(c) advising and mentoring of ~~students and~~ colleagues.*

*(v) devote professional energies to activities that further the goals and the reputation of the University and share in the responsibilities of the faculty to the University, the local community, and society at large.*

- (vi) disclose fully and promptly any commitments or potential conflicts of interest in accordance with the policies of the University.*
- (vii) comply with all applicable laws while on University premises or in connection with University functions or duties; and*
- (viii) comply with University policies.*

B. That each constituent faculty shall, by Dec 31, 2010, prepare and submit to the Provost and the Faculty Senate Executive Committee a plan to ensure the quality of faculty-centric academic advising and mentoring of students. Said plans shall include steps to ensure that academic advising and mentoring of students come to be regarded as teaching for the purposes of promotion, tenure and compensation. Plans should demonstrate how advising responsibilities are to be integrated into the determination of faculty teaching workload. Said plans should also identify requirements and opportunities for strategic resource investment, and shall address how they are aligned with the recommendations of the Undergraduate Advising Review Committee.

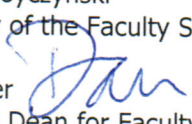
C. That the Provost shall develop an ongoing process for monitoring the quality of academic advising and mentoring of students, and shall report regularly to the Faculty Senate on the results of said process.





MEMORANDUM

To: Christine Cano  
Chair, Faculty Senate Committee on Bylaws  
  
c/o Liz Woyczynski  
Secretary of the Faculty Senate

From: Dan Anker   
Associate Dean for Faculty Affairs and Human Resources, SOM

Date: March 1, 2010

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Thank you for your committee's review of the Faculty of Medicine's proposed amendments to its bylaws. The committee's suggestions have been integrated into the enclosed bylaws text, dated March 1, 2010.

Two sets of revisions are proposed, one set concerning the status of the Department of Biomedical Engineering in the School of Medicine and the other having to do with the School of Medicine's faculty Committee on Appointments, Promotions, and Tenure.

In brief, the Biomedical Engineering Department amendments retain the department's unique status as a department in both the School of Medicine and the Case School of Engineering. The proposed changes permit BME faculty to be appointed under School of Medicine, rather than Case School of Engineering, pretenure period and promotion and tenure standards. For those with a principal base in the School of Medicine, the medical school's CAPT (and Dean) will perform promotion and tenure reviews (similarly, those with a principal base in the Case School of Engineering will be reviewed by that school's promotions committee and dean).

The Committee on Appointments, Promotions, and Tenure amendments alter the size, composition, quorum requirement, and other working procedures of the CAPT. The changes reduce the overall size of the committee while retaining a similar quorum requirement. We hope the resulting greater overlap of attendance from meeting to meeting will provide greater assurance of continuity in the committee's votes and recommendations. An increase in the proportion of non-tenure track faculty membership reflects the increasing proportion and variety of candidates that serve in the non-tenure track.

Please let me know if you have any questions. Thank you.

c: Dr. Joseph Carter, Chair, Faculty Council

enclosure



April 12, 2010

**MEMO**

**TO:** Elizabeth H. Woyczynski  
Secretary of the University Faculty

**FROM:** Gultekin Ozsoyoglu  
Prof. of EECS and Chair of the Executive Committee  
Case School of Engineering

A handwritten signature in black ink, appearing to read "G. Ozsoyoglu".

On a motion from the floor, the Case School of Engineering Executive Committee voted unanimously in support of the proposed changes in the School of Medicine ByLaws regarding the Department of Biomedical Engineering faculty appointments in the School of Medicine.

As a separate action item, distinctions in the rights and privileges and duties and responsibilities of the Department of Biomedical Engineering faculty in the Case School of Engineering and the School of Medicine are expected to be specified in the coming year.

**BYLAWS**

**THE FACULTY OF MEDICINE**

**CASE WESTERN RESERVE**  
**UNIVERSITY**

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

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

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

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

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

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 11, 2010

TABLE OF CONTENTS	PAGE
ARTICLE 1 - PURPOSE	4
ARTICLE 2 - THE FACULTY OF MEDICINE	4
2:1 Membership of the Faculty of Medicine	4
2:2 Officers of the faculty	4
2:3 Authorities and Powers of the Faculty of Medicine	5
2:4 Meetings of the faculty	5
2.5 Voting Privileges	5
2:6 Functions and duties of the faculty	6
2:7 Committees of the faculty	7
ARTICLE 3 - THE FACULTY COUNCIL	8
3:1 Purpose and functions of the Faculty Council	8
3:2 Membership of the Faculty Council	9
3:3 Election of the members of the Faculty Council	9
3:4 Terms of office of Faculty Council representatives	10
3:5 Officers of the Faculty Council	11
3:6 Committees of the Faculty Council	11
3:7 Meetings of the Faculty Council	14
3:8 Annual report of the Faculty Council	14
ARTICLE 4 - DEPARTMENTS	14
4:1 Organization of the faculty into departments	14
4:2 Function of departments	15
4:3 Academic department chairs	15
4:4 Establishment and discontinuance of academic departments	17
4:5 Review of academic departments	17

4:6 Department of Biomedical Engineering	17
ARTICLE 5 - FACULTY APPOINTMENTS, PROMOTIONS AND GRANTING OF TENURE	17
5.1 Classification of Appointments	17
5.2 Terms of Appointment	19
5.3 Academic Freedom	19
5.4 Tenure	19
5.5 The Pretenure Period	20
5.6 Qualifications for Appointments, Promotions and the Granting of Tenure	21
5.7 Tenure Guarantee	21
5.8 Rolling Appointments for Non-Tenure Track/Combined Achievement Track Professors	21
5.9 Consideration of Recommendations for Appointments, Promotions and Granting of Tenure	22
5.10 The Committee on Appointments, Promotions, and Tenure	23
5.11 Sabbatical and Special Sabbatical Leaves	24
ARTICLE 6 -- AMENDMENT OF THE BYLAWS	25
APPENDICES	
APPENDIX I: Qualifications and Standards for Appointment, Promotion and the Award of Tenure for Faculty Members in the School of Medicine, Case Western Reserve University	

## ARTICLE 1 -PURPOSE

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

## ARTICLE 2 - THE FACULTY OF MEDICINE

### 2:1 Membership of the Faculty of Medicine

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

### 2:2 Officers of the Faculty

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

### 2:3 Authorities and Powers of the Faculty of Medicine

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

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

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

#### 2:4 Meetings of the Faculty

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

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

#### 2.5. Voting Privileges

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

b. Special meetings of the faculty shall be conducted according to Robert's Rules of Order, Newly Revised. A majority of those present and voting shall be necessary to effect action. c. Special faculty whose titles are modified by the adjectives adjunct or clinical may vote at meetings only on matters concerning the planning and approval of the curriculum, the execution of the instructional program, the formulation of policies with regard to student affairs,

the election of members of committees dealing with such issues, and the election of their representatives to the Faculty Council.

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

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

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

#### 2:6 Functions and Duties of the Faculty

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

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

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



shall advise the dean concerning appointments of directors of hospital departments and major interdepartmental academic officers.

### 2:7 Committees of the Faculty

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

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

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

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

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

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

### ARTICLE 3: THE FACULTY COUNCIL

#### 3:1 Purpose and Functions of the Faculty Council

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

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

ii) to hear reports of the committees of the faculty and of the Faculty Council and recommend action on such reports;

iii) to determine the establishment, discontinuance, and representative composition of the membership of all faculty standing committees;

iv) to elect a chair, a chair-elect, members of the Steering Committee, and the Faculty Council members of the Nominating Committee;

v) to determine the agenda for its own meetings and the agenda for the meetings of the faculty;

vi) to classify any issue requiring a vote of the faculty so as to determine the eligibility of the adjunct/clinical and student members to vote on that issue (per 2:4biii and 2:4bv). The Faculty Council may appoint standing and *ad hoc* committees to make recommendations concerning its various functions and duties (see Article 3:6d).

### 3:2 Membership of the Faculty Council

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

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

### 3:3 Election of the Members of the Faculty Council

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

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

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

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

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

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

#### 3:4 Terms of Office of Faculty Council Representatives

Representatives shall serve for a period of three years. Representatives may not serve consecutive terms but may be reelected after an absence of one year. A department representative who is unable for any reason to complete a term of office shall be replaced by a full-time faculty member from the same academic department, elected by democratic process within that department. The new member shall complete the term of the former member and shall be eligible for reelection if the remaining term so completed has been less than two years. A departmental member on leave of absence shall be replaced during that leave by a faculty member from the same academic department, elected by democratic process within that department. Upon return from leave, the returned faculty member shall complete the original term of office. An at-large representative who is unable for any reason to complete a term of office shall be replaced by an alternate (per 3:3d) who shall serve during the remainder of the term or during the leave of the representative, as outlined for department representatives. A representative of the special faculty who is unable for any reason to complete a term shall be

replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during the leave of the representative. A representative of an affiliated institution who is unable for any reason to complete a term shall be replaced by a full-time faculty member with a primary base at the same institution. That individual shall be chosen by the same mechanism as the original representative, and shall serve for the remaining term or during the leave of the original member, as outlined above for department representatives.

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

### 3:5 Officers of the Faculty Council

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

### 3:6 Committees of the Faculty Council

a. Steering Committee. The Steering Committee shall consist of eight members: the chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the Faculty Council, and five other Faculty Council members who shall be elected by the Faculty Council for one-year terms. These members may be reelected successively to the Steering Committee for the duration of their terms as members of the Faculty Council. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council between meetings. The Steering Committee shall report all actions and recommendations to the Faculty Council. The Steering Committee shall act for the Faculty Council and faculty in reviewing actions of the Committee on Appointments, Promotions and

Tenure in order to ensure equity, adherence to published guidelines, and proper procedure. The Steering Committee shall consult with the dean on such matters as the dean brings before it. The Steering Committee shall advise the president concerning the appointment of an interim or acting dean of the School of Medicine.

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

The Nominating Committee shall nominate (1) candidates for the chair-elect of the Faculty Council, (2) candidates for the Steering Committee, and (3) candidates for the standing committees of the Faculty Council. Ballots listing the nominees and leaving space for write-in candidates shall be sent to all members of the Faculty Council. The election of the chair-elect and the members of the Steering Committee, the Faculty Council members of the Nominating Committee and the members of other standing committees of the Faculty Council will be carried out at the June meeting of the Faculty Council. Additional nominations for all these offices shall be invited from the floor. The consent of the nominee must be obtained in order for a write-in or floor nomination to be valid. Faculty Council members who cannot attend the June meeting may vote by mail (noting that wherever mail voting or distribution is mentioned in these Bylaws, voting or distribution by email or other method well-calculated to reach voters shall be considered satisfactory). Candidates for chair-elect will also be candidates for the Steering Committee and will be so listed on mail ballots. Faculty Council members shall vote for one nominee for chair-elect and for six members of the Steering Committee. The five persons with the highest number of votes, excluding the person elected to the office of chair-elect, shall be elected to serve on the Steering Committee. Both mail ballots and ballots collected at the Faculty Council meeting shall be counted, whether or not a quorum is present at the meeting. If the total number of ballots received does not equal or exceed 50% of the members of Faculty Council, ballots may be solicited from absentee members. If either the Steering Committee or the Nominating Committee perceives a significant deficit in the representation of faculty constituencies within its membership following the annual election, either committee may ask the chair of Faculty Council to appoint a single *ad hoc* voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee

should be a current member of the Faculty Council. In the case of the Nominating Committee, the appointee should be a regular member of the Faculty of Medicine.

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

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

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

selected, the Search Advisory Committee is requested to solicit the views and advice of the Steering Committee of the Faculty Council on the ranking of the candidates.

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

### 3:7 Meetings of the Faculty Council

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

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

c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to Faculty Council members, to the dean, to all department chairs, and to such others as the Faculty Council may determine. The dean is requested to provide administrative support for this purpose.

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

### 3:8 Annual Report of the Faculty Council

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

## ARTICLE 4 – DEPARTMENTS

### 4:1 Organization of the Faculty into Departments

The Faculty of Medicine may be organized into departments representing each academic discipline as specified in the Constitution of the University Faculty, Article VII, Sec. B. Divisions



with the status of a department may be established. Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department.

#### 4:2 Function of Departments

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

Departmental or, as appropriate, affiliate-based committees on appointments, promotion, and tenure (CAPT) shall provide third and sixth year pretenure reviews for tenure track faculty, as provided in the Faculty Handbook. Each such CAPT shall also provide a written review for full-time assistant and associate professors in the non-tenure track, known within the School of Medicine as the combined-achievement track (see below, page 17, section 5.1), at least every six years, concerning readiness for promotion. Copies of all such reviews shall be provided to the dean's office.

#### 4:3 Academic Department Chairs

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

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

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

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

b. Each department chair or head of a division with departmental status or an appropriate designee shall meet annually with each full-time faculty member to review performance and to set future goals. The department chair or the appropriate designee shall then provide a written summary of each evaluation to the faculty member, with a copy provided to the dean.

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

d. Any individual service of an established academic department in an affiliated teaching institution may petition the Faculty of Medicine for independent status as a separate academic department, autonomously representing the academic discipline. The chair of each such independently established academic department shall be selected in accordance with section

4:3a and appointed by the president on recommendation of the dean. The dean is requested to seek the advice of the Steering Committee and elected departmental member(s), as outlined in article 4:3a, before making recommendations to the president.

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

#### 4:4 Establishment and Discontinuance of Academic Departments

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

#### 4:5 Review of Academic Departments

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

#### 4:6 The Department of Biomedical Engineering

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

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

#### 5.1: Classification of Appointments

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

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

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

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

If the appointment applies to more than one constituent faculty, or department, or to an administrative office as well as an academic unit, the appointment may be identified either (1) as a primary-secondary appointment or (2) as a joint appointment. For a primary-secondary appointment arrangement, one constituent faculty or department shall be identified as the primary appointment and the other as secondary. Responsibility for the initiation of consideration of re-appointment, promotion, award of tenure, or termination shall rest with the primary unit. Faculty with joint appointments have full rights as a faculty member in both constituent faculties or departments. The notice of appointment shall be issued jointly by the two constituent faculties or departments. Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments.

### 5.2: Terms of Appointment

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

### 5.3: Academic Freedom

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

### 5.4 Tenure

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

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

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

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

circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment.

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

#### 5.5: The Pretenure Period

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

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

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible "combined achievement track" on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

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

#### 5.6: Qualifications for Appointments, Promotions and Granting of Tenure

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

#### 5.7: Tenure Guarantee

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

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

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

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

### a. Full-Time Faculty

The dean shall submit recommendations for appointments and promotions to the ranks of associate professor and professor and the granting of tenure concerning full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) given him or her by the department chairs or other persons as designated by the dean or initiated by other means as outlined in the Faculty Handbook of Case Western Reserve University, Chapter 3.1.1, to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Exhibit I to these Bylaws, shall report its affirmative and negative recommendations to the Steering Committee of the Faculty Council. Each recommendation shall also be reported promptly to the academic chair of the candidate's department. The candidate shall be informed by the academic chair of the committee's recommendation. The academic chair or other nominator may appeal a negative recommendation by notifying the chair of the Committee on Appointments, Promotions, and Tenure of the School of Medicine. Appeals may be made in writing or in person. Written documentation of the appeal and the response of the Committee on Appointments, Promotions, and Tenure must be appended to the candidate's file. In the event that the appeal to the Committee on Appointments, Promotions and Tenure is not successful, the academic chair or other nominator or the affected faculty member may bring to the attention of the Steering Committee of the Faculty Council, through a detailed, written submission, any alleged errors in procedure or non-adherence to the current published guidelines for appointments, promotions and tenure. The Steering Committee of The Faculty Council may investigate the allegations to the extent that it deems appropriate, may review all other candidates' files as it deems necessary, and may request the appearance of persons with knowledge of current and prior procedures and policies of the CAPT. A written report of the results of any investigation by the Steering Committee shall be appended to the candidate's file. All files will be forwarded to the dean after the Committee on Appointments, Promotions and Tenure, and, if applicable, the Steering Committee of the Faculty Council have discharged their responsibilities as specified above. The dean shall transmit the file, with added comments if desired, to the president of the university; for informational purposes, the dean will also provide the Dean of the Case School of Engineering with complete copies of the files of candidates in the Department of Biomedical Engineering with appointments principally based in the School of Medicine.

### b. Special Faculty Appointments and Promotions



Special faculty appointments and promotions modified by the prefix adjunct or clinical or visiting shall be recommended by the department chair and may be granted by the dean. For these clinical and adjunct appointments and promotions at the ranks of assistant professor, associate professor, and professor, the dean shall, prior to reaching a decision, also consider the recommendation of the department's committee on appointments, promotions, and tenure. The dean shall also consider letters of reference concerning the appointment and promotion of faculty to the ranks of clinical and adjunct associate professor and clinical and adjunct professor. For all ranks of clinical and adjunct faculty appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the division's committee on appointments, promotions, and tenure.

~~For~~ This paragraph will govern special faculty appointments and promotions for faculty in the department of biomedical engineering, ~~the dean of~~ with appointments principally based in the School of Medicine is not the final authority but. The dean shall make recommendations to inform the chair Dean of Case School of the department Engineering of any such appointments and the dean of the school of engineering.

promotions. c. Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. For secondary appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the divisions committee on appointments, promotions, and tenure. ~~For~~ This paragraph will govern secondary appointments ~~and promotions in the department of biomedical engineering, the dean of~~ principally based in the School of Medicine is not the final authority but and promotions of faculty holding such secondary appointments. The dean shall make recommendations to inform the chair Dean of the department and the dean Case School of the school Engineering of engineering. any such appointments and promotions.

#### 5.10: The Committee on Appointments Promotions and Tenure

a.- The Committee on Appointments, Promotions and Tenure shall be a standing committee of the faculty and shall consist of ~~eighteen~~ sixteen full-time faculty members. Ten members shall be elected by the full-time faculty and six ~~full-time faculty members shall be~~ appointed by the dean. The associate dean for faculty affairs shall also be a member of this committee, ex officio and without vote. Department chairs are not eligible to serve on this committee. ~~Sixteen~~ Eight of the ~~full-time faculty~~ committee members shall have the rank of

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

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

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

#### 5.11 Sabbatical and Special Sabbatical Leaves

The purpose of and conditions for sabbatical leaves are discussed in the Faculty Handbook, Chapter 3, II A. The conditions are based on the premise that the faculty member

requesting a sabbatical leave is tenured. A sabbatical leave may be requested by a faculty member and, based upon all factors including the specific study proposal and subsequent recommendations by the department chair, the Faculty Council Steering Committee, and the dean, may be granted by the president. In cases of tenure track and non-tenure track/combined achievement track or special faculty, special sabbatical leaves may be recommended as well, at the discretion of the dean. However, such leaves may not necessarily incur the obligation of university or School of Medicine financial support. For faculty with tenure track, non-tenure-track/combined achievement track and special appointments, the provost shall specify whether the leave period is to be counted as part of the pretenure or pre-promotion period, as the case may be.

#### ARTICLE 6 - AMENDMENT OF THE BYLAWS

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

## **BY-LAWS OF THE FACULTY SENATE OF CASE WESTERN RESERVE UNIVERSITY**

These By-laws, in conjunction with the Constitution of the University Faculty, shall constitute the rules and regulations governing the conduct and procedures of the Faculty Senate in the performance of its duties, as authorized and directed by the aforesaid Constitution.

### **BY-LAW I. DEFINITIONS**

Selected terms appearing in these By-laws are employed with the following intent as to their definitions:

President. The President of the University.

Constitution. The Constitution of the University Faculty, as amended.

Chair. The Chair of the Faculty Senate.

Executive Committee. The Executive Committee of the Faculty Senate.

Secretary. The Secretary of the University Faculty and of the Faculty Senate.

Vice Chair. The Vice Chair of the Faculty Senate.

Nominating Committee. The Nominating Committee of the Faculty Senate.

Voting Members of the University Faculty. All persons holding full-time academic appointments at the ranks of Professor, Associate Professor, Assistant Professor, Senior Instructor, and Instructor in the constituent faculties of Case Western Reserve University as defined in the Constitution of the University Faculty, Article I, Section A.

### **BY-LAW II. PURPOSE AND FUNCTIONS**

The purpose and functions of the Faculty Senate shall be as provided in the Constitution, Article V, Section A.

### **BY-LAW III. MEETINGS**

#### ***Item a. Regular Meetings.***

Pursuant to the Constitution, Article V, Section B, during each academic year the Faculty Senate shall hold at least three regular meetings within the period from September to December, inclusive, and at least three within the period from January to May, inclusive. The period between any two successive regular meetings shall not normally be less than approximately one month. The dates of regular meetings shall be determined by the Executive Committee in consultation with the Secretary.

#### ***Item b. Special Meetings.***

Special meetings of the Faculty Senate may be called by the President, by the Chair, by majority vote of the Executive Committee, or upon written petition, stating the purpose of the proposed meeting and signed by not less than twenty percent of the membership of the Faculty Senate. Such petition shall be delivered to the Secretary who shall certify it to the Chair, who, in turn, shall call the special meeting.

#### ***Item c. Emergency Meetings.***

An emergency meeting of the Faculty Senate may be called by the President, by the Chair, or by the Executive Committee.

**Item d. Notification and Agenda.**

- 1) The Chair, or, on the Chair's designation, the Secretary shall notify each member of the Faculty Senate and those non-members who have the privilege of attending at least two weeks before each regular and special meeting. Such notification shall be in writing and shall specify the time and place of the meeting.
- 2) At least seven days before each regular and special meeting, the agenda of the meeting shall be distributed to all members of the Faculty Senate, to a deputy appointed by the Provost and Deans, and, in addition, to those non-members of the Faculty Senate who have the privilege of attending and who, in response to the aforesaid notification, have communicated to the Secretary their intention of attending.
- 3) Notification of each emergency meeting shall be directed to each member of the Faculty Senate in advance of the meeting.

**Item e. Presiding Officer and Rules of Order.**

The Chair, or, in the absence of the Chair, the Vice Chair, or in the absence of both the Chair and the Vice Chair, a member of the Executive Committee designated by the President, shall preside at all meetings of the Faculty Senate. All meetings shall be conducted in accordance with the latest edition of *Robert's Rules of Order, Newly Revised*, excepting as otherwise specified in the Constitution or in these By-Laws.

**Item f. Order of Business - Regular Meetings.**

The order of business at all regular meetings of the Faculty Senate shall be as follows:

- 1) Reading, correction, if necessary, and adoption of the minutes of the previous regular meeting and special meetings, if any.
- 2) Resolutions in memoriam.
- 3) Introduction of new members of the Faculty Senate.
- 4) Announcements.
- 5) Report of the Executive Committee.
- 6) Reports of other standing committees.
- 7) Reports of special committees.
- 8) Consideration of unfinished business.
- 9) Consideration of new business.

**Item g. Introduction of a Motion with Respect to New Business.**

A member of the Faculty Senate may introduce a motion with respect to new business at any regular meeting by placing a copy of such motion with the Secretary at least ten days before the meeting for inclusion in the agenda. In accordance with the Constitution, Article VI, Section A, Paragraph 3, such inclusion shall not require approval by the Executive Committee.

At any regular meeting, a member of the Faculty Senate may introduce a motion with respect to new business which has not been included in the agenda, provided, however, that a vote of at least a two-thirds majority of the voting members present shall be required to validate such a motion as in order for consideration and possible action at that meeting.

**Item h. Order of Business - Special Meetings and Emergency Meetings.**

The order of business at any special meeting or any emergency meeting shall be only the consideration of the matter or matters for which the meeting shall have been called.

**Item i. Reports, Motions, and Amendments to be Reduced to Writing.**

All committee reports at all meetings shall be submitted to the Faculty Senate in writing. All motions introduced at all meetings, in addition to amendments thereto, shall be reduced to writing before a vote is taken.

**Item j. Procedure of Voting.**

Voting at all meetings of the Faculty Senate shall be only by voice, by a show of hands, by division of the assembly, or by secret ballot excepting, however, that upon demand by not less than eight of the voting members present, a roll-call vote shall be required; and, with respect to such roll-call vote, an entry shall be made in the minutes of the names of all voting in the affirmative, of the names of all voting in the negative, and of the names of all present but abstaining.

**Item k. Minutes.**

The Secretary shall prepare and keep the minutes of each meeting; submit a draft of the minutes to the Chair for review; and, prior to the next meeting, distribute a copy, with such comment as the Chair may append, to each member of the Faculty Senate and to such non-members who have the privilege of attending as may so request.

**Item l. Quorum.**

At any meeting of the Faculty Senate, fifty percent of the voting membership shall constitute a quorum.

**BY-LAW IV. MEMBERSHIP AND PRIVILEGE OF ATTENDANCE**

**Item a. Voting Membership.**

The voting membership of the Faculty Senate shall be as provided in the Constitution, Article V, Sections C and F.

**Item b. Date of Annual Designation of Elected Faculty Members.**

Pursuant to the Constitution, Article V, Section F, Paragraph 2, the closing date each year for receipt by the Secretary of the names of the members of each constituent faculty newly elected to voting membership in the Faculty Senate shall be March 1.

**Item c. Non-Attendance of Members at Meetings.**

The Secretary shall keep a cumulative record of attendance at meetings of the Faculty Senate and, ~~in March~~ in February each year, shall submit to the Executive Committee the names of those elected faculty members of the Faculty Senate who have been absent from more than one-half of all regular and special meetings within the current academic year. Upon receipt of such report, the Chair shall designate a member of the Executive Committee to inquire of each member so listed as to the member's desire to continue membership in the Faculty Senate for the remainder of the term.

**Comment [ehw1]:** This allows schools/college to still meet end of March deadline for appointing new senators.

**Item d. Student Membership.**

1) Pursuant to the Constitution, Article V, Section C, student senators elected for one-year terms shall begin the day following their election. A student senator may serve on the Faculty Senate for no longer than three consecutive years.

2) Procedures for the election of student senators shall be as follows:

a. Undergraduate. Each year, the Secretary shall request the Vice President of Student Affairs to solicit letters of undergraduate student candidacy for membership for the following year by media available to all undergraduate students in the University, to administer a

3 referendum for the election of one of the candidates so identified, to conduct a runoff election in the event of a tie vote, and to report to the Secretary the name of the undergraduate student so elected not later than May 1.

b. Graduate. Each year the Secretary shall request the Dean of the School of Graduate Studies to initiate and administer the selection by the Graduate Student Senate of a graduate student to serve as a member of the Faculty Senate for the following year, and to report to the Secretary the name of the graduate student so selected not later than May 1.

c. Professional School. Student representation on the Faculty Senate from the professional schools shall be by rotation among the respective schools, such rotation to be in the order of the respective dates of founding of the individual schools. Each year, the Secretary shall request the Dean or Provost of the professional school to be so represented the following year to initiate and administer an election by the student body of that school and to report to the Secretary the name of the professional school student so elected not later than May 1.

d. In the event that a student chosen for membership in the Faculty Senate in any of the above three categories should not return to school in the autumn semester or in any other respect be unable or unavailable to serve, the Secretary shall request the appropriate administrative officer of those named previously in this item to initiate and administer a second selection by the procedure specified.

***Item e. Privilege of Attendance.***

The privilege of attendance by non-members at meetings of the Faculty Senate shall be as provided in the Constitution, Article V, Section D, excepting, however, that, in addition to those therein specified, each of the following persons may designate an alternate to attend without vote and participate in the discussion:

- 1) the deputy designated by the President for membership in the Faculty Senate as provided in the Constitution, Article V, Section C.
- 2) the Secretary of the University Faculty and of the Faculty Senate.
- 3) any Provost or Dean.

**BY-LAW V. OFFICERS**

***Item a. Chair, Chair-elect/Vice Chair and Past-Chair***

1) The Faculty Senate shall elect annually from among the associate professors and professors of the University Faculty a Chair-elect, who shall serve as Vice Chair during his or her first year of office and shall become Chair of the Faculty Senate during his or her second year in office and Past Chair in the third year. If not already an elected member of the Faculty Senate, the Vice Chair, the Chair, and the Past Chair shall be voting members of the Faculty Senate by virtue of office.

2) In the event of a vacancy in the Chair prior to the expiration of an incumbent's one-year term, the Vice Chair shall become the Chair for the remainder of the year.

***Item b. Secretary.***

As provided in the Constitution, Article II, Section C, the Secretary of the University Faculty shall serve *ex officio* as Secretary of the Faculty Senate.

**Item c. Parliamentarian.**

Upon assuming office, the Chair shall appoint a Parliamentarian to serve at the pleasure of the Chair. The parliamentarian shall advise the Chair as to rules of order.

**BY-LAW VI. PROCEDURE FOR ELECTION OF THE CHAIR-ELECT.**

1) Each year the Nominating Committee shall nominate two candidates for Chair-elect for the coming year and shall report these nominations to the Secretary not later than March 1. The Secretary shall thereupon notify all members of the Faculty Senate of these nominations by mail.

Within three weeks thereafter, an additional nominee, or nominees, for the office may be entered in candidacy by written petition signed by not less than ten percent of the members of the Faculty Senate with respect to each such nominee, and submitted to the Secretary, providing, however, that each such nominee by petition shall have stated in writing to the Secretary acceptance of the nomination.

2) Following the close of the period for nominations by petition, the Secretary shall submit by mail, to each voting member of the Faculty Senate, a ballot listing the names of the nominees, to be marked and returned within two weeks.

The nominee receiving the majority of votes cast shall be declared elected. In the event no one nominee receives a majority of the votes cast, a second ballot bearing the names of the two nominees who have received the largest numbers of votes shall be distributed for run-off election. In the event of a tie vote of such character as to foreclose the second ballot procedure or of a tie vote on the second ballot, such tie shall be resolved by the Executive Committee.

**BY-LAW VII. COMMITTEES**

**Item a. General Provisions with Respect to Committees of the Faculty Senate.**

1) The chair of each standing and ad hoc committee of the Faculty Senate, if a member of the University Faculty and not otherwise a member of the Faculty Senate, shall be a voting member of the Faculty Senate for the duration of the term of office, as provided in the Constitution, Article V, Section C.

2) The term of membership of all newly elected members of standing committees shall begin on the day following Commencement Day each year.

3) Any standing committee of the Faculty Senate may establish subcommittees and appoint members of such subcommittees, ~~provided, however, that the~~ The establishment of any standing subcommittee shall be subject to approval by the Faculty Senate, with the exception of standing subcommittees of the Committee on Undergraduate Education. ~~The membership of any subcommittee need not be confined to members of the parent committee.~~

4) With respect to standing committees with overlapping terms of membership, the respective terms of individual members comprising the initial membership of such committees shall be determined by lot.

**Item b. Executive Committee.**

The membership and functions of the Executive Committee shall be as provided in the Constitution, Article VI, Section A, excepting that, in addition to the functions therein specified, the Executive Committee shall also assume the following responsibilities:

1) Each year the Executive Committee, in consultation with the Secretary, shall determine the dates of regular meetings of the Faculty Senate as specified in By-law III, Item a. 5

2) The Executive Committee shall select the chair of each standing and *ad hoc* committee from among the faculty members of each respective committee.



3) Upon request by the chair of any standing committee, the Executive Committee shall submit to that standing committee a written statement clarifying the responsibilities of the standing committee, subject to the provisions of the Constitution and of these By-laws; and the Executive Committee may submit such a statement to any standing committee on its own initiative.

4) The Executive Committee shall be responsible for identifying existing or emerging issues affecting the nature and scholarly effectiveness of the University, including all proposed changes in the organizational structure of the University falling within the scope of Article III, Section B, and Article V, Section A, Paragraph 2, of the Constitution of the University Faculty. The Executive Committee shall take suitable and timely action with respect to all such issues, including, as appropriate, their placement on the agenda of the Faculty Senate.

5) Since each elected faculty member on the Executive Committee serves *ex officio* on his or her constituent faculty executive committee, as provided in the Constitution Article VI, Sec. A, Par. 1, he or she should report to the Faculty Senate Executive Committee at least once during the year about issues affecting his or her constituent faculty.

6) The Executive Committee should hear reports from the standing committees at least once a year, preferably in the middle of the academic year.

The Executive Committee shall take the initiative in periodically exploring with the President plans and projects affecting the Faculty and the University and shall assume full responsibility for bringing to the attention of the Faculty Senate all issues which, in the Committee's judgment, affect the vital interests of the Faculty and involve the nature and direction of the University.

**Item c. Nominating Committee.**

The membership and functions of the Nominating Committee shall be as provided in the Constitution, Article VI, Section B, subject, however, to the following provisions:

1) Pursuant to the Constitution, Article VI, Section B, the annual designation of members of the Nominating Committee for the following year shall be made not later than May 1; and the term of membership on the Nominating Committee shall begin on the day following Commencement Day.

2) Each year, the Nominating Committee shall submit to the Faculty Senate nominations for membership in standing committees for the following year not later than April 1; and the term of membership of all elected members of standing committees shall begin on the day following Commencement Day.

3) In the selection of nominees for membership on each standing committee of the Faculty Senate, the Nominating Committee shall consult with the incumbent Chair of the committee for which nominees are being selected.

**Item d. Budget Committee.**

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

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

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

**Item e. Committee on Faculty Personnel.**

1) The Committee on Faculty Personnel shall consist of a deputy designated by the President, a member of the Committee on Faculty Compensation elected by that committee to serve *ex officio*, the Faculty Diversity Officer to serve *ex officio*, and nine voting members of the University Faculty elected by the Faculty Senate. The term of membership on the Committee on Faculty Personnel shall be three years; three members shall be elected each year. Each elected member shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership.

2) The Committee on Faculty Personnel shall review faculty personnel policies and procedures, including those having to do with appointment, reappointment, promotion, tenure, and retirement and shall recommend to the Faculty Senate as to desirable changes in these policies and procedures.

3) At least once during each academic year, the Committee on Faculty Personnel, or one of its subcommittees, shall discuss with the Provost or Dean of each constituent faculty the personnel policies and procedures of that faculty. Each year the Committee shall request of the chief academic officer of the University a report on personnel actions in the categories designated in Paragraph (2) of this item.

**Item f. Committee on Research.**

1) The Committee on Research shall consist of the Dean of the School of Graduate Studies, *ex officio*, the Vice President for Research and Technology Management, *ex officio*, nine voting members of the University Faculty elected by the Faculty Senate, three student members elected by the Graduate Student Senate, and one postdoctoral scholar/fellow elected by the Post Doctoral Researchers Association. The term of membership on the Committee on Research shall be three years for faculty members and one year for student and postdoctoral scholar/fellow members. Each elected faculty member shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three year terms of membership. The terms of student and postdoctoral scholar/fellow members shall begin immediately upon their election to the Committee at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Student and postdoctoral scholar/fellow members shall be eligible for re-election annually.

2) No more than two of the nine faculty members of the Committee on Research shall be chosen from any one constituent faculty.

3) The Committee on Research shall participate in the initiation and formulation of University policies bearing directly on academic research encompassing all disciplines and shall direct such participation towards facilitation of the performance of high quality research. The Committee shall devote special attention to the policies and regulations deriving from sponsoring agencies providing funding from sources outside the University and shall direct its attention to the maintenance of a proper balance between the recognition and fulfillment of obligations assumed in the acceptance of outside funding and the retention of academic freedom in the pursuit of appropriate research initiatives.

4) The Committee on Research shall monitor the implementation of existing research policy to determine status and adequacy. Categories of interest to the Committee shall include, but not be limited to, research involving human subjects, animal experimentation, inventions and patents, copyrights, computer resources, and biohazards. The Committee shall request regular annual reports from such administrative committees as specifically deal with these and other categories within the Committee's purview and shall maintain accurate and timely information with respect to these categories. The Committee shall participate in an advisory capacity in the selection of qualified members to serve on either faculty or administrative committees dealing with the research-related categories within its purview.

**Item g. Committee on Graduate Studies.**

1) Membership and terms of service of the Committee on Graduate Studies shall be as provided in the Constitution, Article VI, Section D, providing, however, that each elected faculty member of the Committee shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The terms of graduate student members shall begin immediately upon their election to committee membership at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Graduate student members shall be eligible for re-election annually.

2) No more than two of the nine faculty members of the Committee on Graduate Studies shall be chosen from any one constituent faculty.

**Item h. Committee on Faculty Compensation.**

1) The Committee on Faculty Compensation shall consist of the Chief Finance and Administrative Officer or a designated deputy, the Provost or a designated deputy, and nine voting members of the University Faculty elected by the Faculty Senate. The term of membership on the Committee on Faculty Compensation shall be three years; three members shall be elected each year. Each elected faculty member of the Committee shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The Chair of the Committee on Faculty Compensation shall serve *ex officio* as a member of the Budget Committee, and one faculty member from the Committee on Faculty Compensation shall be elected by the Committee to serve *ex officio* on the Committee on Faculty Personnel. These two members of the Committee on Faculty Compensation shall bring to the attention of the Budget Committee and the Committee on Faculty Personnel developments concerning faculty salaries and fringe benefits.

2) The Committee on Faculty Compensation shall consult with and advise the university administration and Board of Trustees on the formation and review of university policies and procedures concerning faculty salaries and fringe benefits. The responsibilities of the committee shall include: consultation with the university administration regarding fringe benefits and the annual allocation of funds available for faculty salaries and raises, an annual review of the guidelines and policies for faculty compensation for each school and college considering issues of comparability in policies across units, review of the implementation of those guidelines and policies at each school and college, competitive analyses of faculty salaries and fringe benefits in peer universities nationwide, the effect of current salaries and fringe benefits on the ability of the university to attract and retain top faculty, and other matters of policy and equity brought to its attention by the faculty or administration. The faculty members of the Committee on Faculty Compensation shall serve as the faculty representatives on any university committee on faculty fringe benefits or compensation.

3) The faculty members of the Committee on Faculty Compensation shall report to the Faculty Senate on its activities at least once during each semester of the academic year.

**Item i. Committee on the University Libraries.**

1) The Committee on the University Libraries shall consist of the Vice President for Information Technology Services, the University Librarian, the Director of the Cleveland Health Sciences Library, the Director of the Library of the School of Law, and Director of the Library of the Mandel School for Applied Social Sciences, *ex officio*; three members from the faculty of the College of Arts and Sciences; one member each from the faculties of the Mandel School of Applied Social Sciences, The Case School of Engineering, the School of Law, and the Weatherhead School of Management; one each from the faculties of the schools of Dental Medicine, Medicine, and Nursing; ~~one additional member of the University Undergraduate Faculty~~; and one undergraduate student elected by the Undergraduate Student Government, one graduate student elected by the Graduate Student Senate, and one postdoctoral scholar/fellow elected by the Post Doctoral Researchers Association. The nine faculty members shall be elected by the Faculty Senate. The term of membership for faculty on the Committee on the University Libraries shall be three years; three members shall be elected each year. Each elected faculty member of the Committee shall be eligible for re-election only after the lapse of at least one year

following the expiration of two consecutive three-year terms of membership. The term of membership for student and postdoctoral scholar/fellow members shall be one year, beginning immediately upon their election to the Committee at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Student and postdoctoral scholar/fellow members shall be eligible for re-election annually. The Chair or the designee of the Committee on Information Resources shall sit *ex officio* on the Committee on University Libraries, and the Chair or the designee of the Committee on University Libraries shall sit *ex officio* on the Committee on Information Resources.

2) The Committee on the University Libraries shall advise the University Librarian and the University administration on policies and procedures relating to the operations, facilities, and budget of the University Libraries. The Committee shall report regularly to the Senate, with recommendations as appropriate.

**Item j. Committee on Information Resources.**

1) Resources, *ex officio*; nine voting members of the University Faculty elected by the Faculty Senate, no more than two from each constituent faculty; and one undergraduate student elected by the Undergraduate Student Government, one graduate student elected by the Graduate Student Senate, and one postdoctoral scholar/fellow elected by the Post Doctoral Researcher Association. The term of membership for faculty on the Committee on Information Resources shall be three years; three members shall be elected each year. Each elected faculty member of the Committee shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The term of membership for student and postdoctoral scholar/fellow members shall be one year, beginning immediately upon their election to the Committee at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Student and postdoctoral scholar/fellow members shall be eligible for re-election 1) The Committee on Information Resources shall consist of the Provost or designated deputy, the Vice President for Information Technology Services, the University Librarian, and the Chair of the University Undergraduate Faculty Committee on Academic Computing and Information ion annually. The Chair or the designee of the Committee on University Libraries shall sit *ex officio* on the Committee on Information Resources and the Chair, or the designee of the Committee on Information Resources shall sit *ex officio* on the Committee on University Libraries.

2) The Committee on Information Resources shall advise the Vice President for Information Technology Services and the University Administration on policies and procedures relating to the development, operation, and budget of the University Information Services. These services include central information storage and processing facilities, the University communication network, and instructional media.

3) The Committee shall report to the Faculty Senate at least once each year.

**Item k. Committee on Women Faculty.**

1) The committee shall consist of nine faculty members elected by the Faculty Senate. No more than two members shall be from any one constituent faculty. Each member shall be eligible for election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The committee shall have as *ex officio* members the provost or a designee, the director of the Center for Women, the chairs of the Minority Affairs Committee, Women Faculty of the School of Medicine, and the University Advisory Council on Women or their designees, and others as shall be determined by the elected members of the committee.

2) The Faculty Senate Executive Committee shall appoint a chair of the Committee on Women Faculty.

3) The committee shall: participate in the initiation and formulation of university policies and procedures bearing on recruitment, retention, promotion, compensation, and quality of life of women faculty; monitor issues bearing on these matters; and make recommendations to the Faculty Senate as to desirable changes in these policies and procedures.

4) The committee shall report to the Faculty Senate at least once during each academic year.

**Item l. Committee on Minority Affairs.**

1) The Committee on Minority Affairs shall be composed of six faculty members elected by the Faculty Senate for three-year overlapping terms, one graduate student elected by the Graduate Student Senate, one undergraduate student elected by the Undergraduate Student Government, one postdoctoral scholar/fellow elected by Post-Doctoral Researchers Association, and two *ex officio* administrative officers involved with issues of diversity appointed by the provost. In addition, there shall be *ad hoc* members appointed annually by the Chair with the advice of the Committee. Each elected faculty member of the committee shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The term of membership for student and postdoctoral scholar/fellow members shall be one year, beginning immediately upon their appointment to the Committee at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Student and postdoctoral scholar/fellow members shall be eligible for re-appointment annually.

2) The Executive Committee shall appoint the Chair of the Committee on Minority Affairs from among the faculty members of that Committee.

3) The charge to the Committee shall be to act in an oversight and advisory capacity and monitor matters concerning minority affairs by bringing suggestions and strategic plans to the Faculty Senate about teaching, research, and the quality of academic life at Case so that all minorities will feel this university is a powerful place to live, work, learn, and teach.

4) The Committee shall report to the Faculty Senate at least once during each academic year.

**Item m. Committee on By-Laws.**

1) The Committee on By-Laws shall consist of six voting members of the University Faculty, elected by the Faculty Senate, with no more than two from a constituent faculty. The term of membership on the Committee on By-Laws shall be three years. Members of the committee are eligible for reelection immediately upon completion of their term.

2) The Committee on By-Laws shall review and advise the Faculty Senate with respect to:

a) the rules and regulations governing the conduct and procedures of the Faculty Senate in the performance of its duties, as authorized and directed by the Constitution;

b) all proposed amendments to the Constitution of the University Faculty;

c) all proposed amendments to the By-Laws of the University Faculty; d) all proposed amendments to the By-Laws of a constituent faculty, as mandated by Article VII, Sec. A., Par. 2 of the Constitution; ~~and-~~

~~e) all proposed amendments to the By-Laws of the University Undergraduate Faculty, as mandated by Article VII, Sec. D., Par. 2 of the Constitution.~~ The Committee on By-Laws shall take into account in its review the internal consistency of each set of By-Laws, as well as the consistency of the By-Laws with other sets of By-Laws and the Faculty Handbook. The committee shall also ensure that By-Laws provide for decision-making processes which are essentially democratic, as specified in Article VI, Sec. A., Par. 4 and Sec. D., Par. 6.

3) At least once every five years, the Committee on By-Laws shall carry out a review of the Constitution of the University Faculty, as mandated by Article IX, Par. 2 of the Constitution. The Committee shall also review the By-Laws of the Faculty Senate at that time.

**Item n. Additional Committees.**

The Faculty Senate may create additional standing committees, *ad hoc* committees, and multipartite committees and commissions.

**BY-LAW VIII. MEMBERSHIP IN THE UNIVERSITY FACULTY BY VIRTUE OF OFFICE**

Pursuant to Article I, Section B, of the Constitution, in addition to the officers therein specified (the President, the Provost, or a deputy designated by the President, and the Secretary of the University Faculty), all vice presidents, a deputy appointed by the Provost, Deans, University Librarian, and the Director of the Cleveland Health Sciences Library shall be voting members of the University Faculty by virtue of office.

**BY-LAW IX. PROCEDURE FOR REVIEW OF ORGANIZATIONAL AND PROGRAM CHANGES**

Pursuant to the Constitution, Article III, Section B, and Article V, Section A, proposals to the Faculty Senate from sources other than the Executive Committee, falling within the categories specified in these sections of the Constitution, shall be received by the Secretary and transmitted to the Chair. The Chair, in turn, shall place each proposal so received with the Executive Committee at the next meeting of that committee for recommendation as to appropriate action.

As provided in By-law VII, Item b, (4), the identification on its own initiative of issues arising under the foregoing provisions of the Constitution shall be the responsibility of the Executive Committee.

**BY-LAW X. FACULTY SENATE POLICY ON APPROVAL OF BY-LAWS OF CONSTITUENT FACULTIES**

Pursuant to the Constitution, Article VII, Section A, Paragraph 4, specifying that the By-laws of each constituent faculty shall provide that the decision-making processes of its government be essentially democratic, approval by the Faculty Senate of the Charters and By-laws of constituent faculties will normally be contingent on the inclusion in such documents of provisions to the following effects:

- 1) That a majority of the members of the Executive Committee (or corresponding agency) of a constituent faculty shall be voting members of the faculty elected by the faculty, and further, that the committee shall report to the faculty as the author of its responsibility.
- 2) That the majority of the members of each standing committee of a constituent faculty concerned with matters of faculty responsibility shall be voting members of the faculty elected by the faculty, and further, that the committee shall report to the faculty as the author of its responsibility. The matters of faculty responsibility to which this requirement shall apply include the following:

- (a) research and scholarship
- (b) degree requirements
- (c) curriculum
- (d) standards of admission
- (e) student standing and promotion

3) That the majority of the members of the agency of the constituent faculty charged with making recommendations of appointments and promotions shall be voting members of the faculty chosen by either (a) an elective process, (b) a process in which an elected agency has had a decisive voice, or (c) a process which specifies as members all those members of the constituent faculty of stated rank or ranks.

**BY-LAW XI. AMENDMENT**

A proposal for amendment of these By-laws may be initiated by any member of the Faculty Senate in the form of a motion at any regular meeting, subject to the provisions of By-law III, Item d, such motion to be for referral of the proposed amendment to an *ad hoc* committee, as provided in the Constitution, Article VI, Section F, the membership of such *ad hoc* committee to be chosen by the Executive Committee, provided, however, that the Chair and the Secretary shall be members, *ex officio*.

Should the Faculty Senate adopt such motion for referral, the *ad hoc* committee shall report to the Faculty Senate at the next regular meeting, subject to the provisions as to notification and agenda of Bylaw III, Item d. Action of the Faculty Senate as to adoption of such proposed amendment shall be by majority vote of the voting members present.

## CONSTITUTION, Chapter 2, Faculty Handbook

### **ARTICLE VI. COMMITTEES OF THE FACULTY SENATE**

#### **Sec. A. Executive Committee**

Par. 1. The Executive Committee shall consist of ~~thirteen~~fourteen persons. The president of the University, or, in the absence of the president, a designee of the president; the provost; the chair of the Faculty Senate; the vice chair of the Faculty Senate; the immediate past chair of the Faculty Senate; the secretary of the University Faculty shall be members *ex officio*. In addition, there shall be ~~seven~~eight faculty members of the Faculty Senate, one representing each of the constituent faculties, elected at large by the Faculty Senate for one-year terms. Each of the elected members of the Faculty Senate Executive Committee shall serve *ex-officio* on the faculty executive committee of his or her constituent faculty. A member may be successively re-elected to membership of the Executive Committee for the duration of his or her term as a member of the Faculty Senate. The chair of the Faculty Senate or, in the absence of the chair, the vice chair shall serve as chair of the Executive Committee.

Par. 2. The Executive Committee shall consult with the president on such matters as the president may bring before it; it shall be empowered to act for the Faculty Senate between meetings on matters requiring emergency action; and it shall advise the president in the selection of officers of academic administration whose positions carry responsibilities extending beyond a single constituent faculty.

Par. 3. The Executive Committee shall set the agenda for meetings of the Faculty Senate, subject, however, to such exceptions as may be specified in the by-laws of the Faculty Senate.

Par. 4. The Executive Committee shall report all actions and recommendations to the Faculty Senate.

#### **Sec. B. Nominating Committee**

Par. 1. The Nominating Committee shall consist of the chair-elect of the Faculty Senate, *ex-officio*, and eight voting members of the University Faculty, (if possible, those who serve or those who have served as senators or members of faculty senate standing committees), one representing each constituent faculty, to be selected by the faculty senators representing that faculty. ~~The dean of each constituent faculty shall administer the selection.~~ The term of membership on the Nominating Committee shall be two years. A member of the Nominating Committee may serve no more than two terms consecutively. Members shall serve overlapping two-year terms.

Par. 2. The Nominating Committee shall nominate candidates for the position of chair-elect and for membership of the standing and *ad hoc* committees of the Faculty Senate, unless otherwise specified. The Faculty Senate shall elect a chair-elect and members of such standing and *ad hoc* committees from the nominees named by the Nominating Committee, except that additional nominations shall be invited from the floor. No nominations shall be valid unless the proposed nominee shall have signified in advance a willingness to serve.

#### **Sec. C. Budget Committee**

Par. 1. The Budget committee shall consist of one voting member elected by each constituent faculty budget committee for a term of not less than two years, three members of the University Faculty at-large, at least one of whom must be an elected member of the Faculty Senate, the chair of the Committee on Faculty Compensation *ex officio*, and such additional members *ex officio* as shall be specified in the Faculty Senate By-Laws. The at-large members shall be elected to serve overlapping three-year terms. One of the at-large members shall serve as the chair of the Budget Committee. Should the terms of



senatorial members of the Budget Committee extend beyond their terms as members of the Faculty Senate, they shall complete their committee terms as non-senatorial members.

Par. 2. The Budget Committee shall participate with the university administration to assure that the budgetary goals and priorities are responsive to the academic plans.

Par. 3. The Budget Committee shall review and report to the Faculty Senate on the adherence to budgetary priorities and the attainment of budgetary goals. The Budget Committee shall advise the Faculty Senate on the financial feasibility of the University's current and planned education programs, activities, and facilities, and their effect on the operating budget, capital requirements, and financial health of the University. The Budget Committee shall also advise the Faculty Senate on budgetary questions as they affect current and planned educational programs, activities, and facilities.

Par. 4. The members of the Budget Committee shall serve also as the elected faculty representatives of the University Planning and Budget Committee which reports to and advises the president in the preparation of the budget of the University.

Par 5. Each constituent faculty shall have a Budget Committee. The regular members of each Budget Committee shall be selected from among the University voting faculty of that constituent faculty by direct election or by appointment by a directly elected body of that constituent faculty. In addition, each Budget Committee may include additional members *ex officio* as needed.

#### **Sec. D. Committee on Graduate Studies**

Par. 1. The Committee on Graduate Studies shall consist of the dean of graduate studies, *ex officio*, the vice president for research and technology management, *ex officio*, nine voting members of the University Faculty elected for overlapping three-year terms, three graduate student members and one post-doctoral scholar/fellow elected for one-year terms, and the professional school senator, *ex officio*. The Nominating Committee, in consultation with the dean of graduate studies, shall select nominees for election to the committee on the basis of participation in graduate research and in graduate study and instruction. Such selection shall be broadly representative of graduate disciplines.

Par. 2. The Committee on Graduate Studies shall review and recommend to the Faculty Senate with respect to the academic standards and degree requirements of all departmental, inter-departmental, inter-divisional constituent faculty, and *ad hoc* and special programs under the administration of the dean of graduate studies.

#### **Sec. E. Committee on Undergraduate Education**

Par. 1. The Committee on Undergraduate Education shall consist of (1) the following voting members: the provost, *ex officio*, three voting members of the University Faculty elected by the Faculty Senate for overlapping three-year terms, one representative each from the College of Arts & Sciences, the Case School of Engineering, the Frances Payne Bolton School of Nursing, and the Weatherhead School of Management appointed by the executive committee/faculty council, one voting member of the University Faculty from the Department of Physical Education and Athletics, one voting member from the University Faculty from the Departments in the School of Medicine that offer undergraduate majors, two undergraduate students selected by the Undergraduate Student Government for a one-year term; (2) Up to four non-voting members, designated by the provost from among members of the administration with the rank of deputy, vice or associate-provost, vice-president, or dean and having specific responsibility for undergraduate education and life. (Hereinafter, voting members of the University Faculty who have a primary or joint appointment in at least one of these four constituent faculties, or in the Department of Physical Education and Athletics, or in one of the Departments in the School of Medicine that offer

undergraduate majors are collectively referred to as the “Undergraduate Program Faculty”, or “UPF”.) The Faculty Senate [Executive Committee](#) shall appoint a chair and vice chair from the voting members of the Undergraduate Program Faculty who are members of the Committee on Undergraduate Education, with either the chair or the vice chair assuming the role of chair in the subsequent year, assisted by the vice chair appointed in that year.

Par. 2. (a) The Undergraduate Program Faculty is responsible for the basic policies that govern undergraduate education at the Case Western Reserve University. The Committee on Undergraduate Education shall review and recommend to the Faculty Senate with respect to changes in standards of admission for undergraduate students; changes in academic requirements and regulations for undergraduate students; curricula, contents, and standards for newly-proposed undergraduate degree programs<sup>1</sup>; changes in existing undergraduate curricula and degree programs within a constituent faculty that specifically influence undergraduate degree programs or students enrolled in undergraduate degree programs in other constituent faculties (the, or the provost’s designee, in consultation with the chair of the Committee on Undergraduate Education will decide which course action forms require review by the committee); resource allocations for undergraduate education, outcome assessment of undergraduate degree programs, the discontinuance of existing undergraduate degree programs; standards for undergraduate academic standing; standards for receipt and retention of merit-based undergraduate financial aid; standards of undergraduate academic integrity and student conduct; standards and facilities for undergraduate research and scholarship; and conditions of undergraduate student life. The Committee on Undergraduate Education shall be responsible for the interpretation of existing policies and the application of existing academic rules to decide cases that involve academic probation, separation, and readmission; to review and to decide upon applications for undergraduate admission to the University; to decide cases of receipt and retention of merit-based undergraduate financial aid; and to report its actions to the Faculty Senate as well as the appropriate administrative offices. The Committee on Undergraduate Education shall receive regular reports from the executive or other governing committees of the constituent faculties, departments, or programs of the UPF that involve matters of undergraduate education not within the charge of the Committee on Undergraduate Education and as a matter of communication transmit them to the Faculty Senate as well as the appropriate administrative offices. The Committee on Undergraduate Education shall be empowered to form subcommittees as it judges appropriate to discharge its duties and to appoint to these subcommittees voting members of the University Faculty, staff members from administrative units that serve the undergraduate mission, and undergraduate students.

(b) The Undergraduate Program Faculty is responsible for the administration of all undergraduate programs at the University. All proposals for undergraduate courses and programs must be submitted for appropriate review through at least one of the four UPF Constituent Faculties.

Par. 3. (a) When issues arise that in the judgment of the Chair or a majority of the members of the Committee on Undergraduate Education, or of the Chair of the Faculty Senate involve important basic policies that govern undergraduate education at the University and extend beyond degree programs in a constituent faculty, the Committee on Undergraduate Education may refer proposals for action to a meeting of the Undergraduate Program Faculty for discussion. After that meeting, eligible faculty members in those faculties, departments, or programs shall vote on proposals by electronic ballot. The result of that vote shall be conveyed to the Faculty Senate for action at its next meeting after the vote.

(b) Meetings of the Undergraduate Program Faculty defined in Par. 3(a) to consider proposals for action regarding issues that involve important basic policies that govern undergraduate education at the University and extend beyond degree programs in a constituent faculty may also be called by the president, by the provost, by the chair of Committee on Undergraduate Education, by the chair of the

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<sup>1</sup> Degree programs are the major and minor academic programs that are officially recognized by the Office of Undergraduate Studies and appear on an official academic transcript of a student.

Faculty Senate, or upon written petition, stating the proposal for action at the meeting and signed by not less than 10 (ten) percent of the total number of eligible voting members of the UPF. Such a petition shall be delivered to the chair of the Committee on Undergraduate Education, who shall certify the signatures to the Committee. The Committee on Undergraduate Education shall specify a meeting date upon receipt of the Petition, such meeting to take place no later than 30 (thirty) calendar days after receipt of the petition.

(c) The president, or in the absence of the president, the provost, or in the absence of the provost, the chair of the Committee on Undergraduate Education, shall preside at all meetings of the Undergraduate Program Faculty defined in Par. 3(a).

Par. 4. In discharging its responsibilities, the Committee on Undergraduate Education shall observe university policies governing academic freedom.

### **Sec. F. Other Standing Committees**

Par. 1. The by-laws of the Faculty Senate shall provide for additional standing committees and shall assign explicitly to each the appropriate areas of Senate powers and obligations from among those enumerated in this constitution, Article V, Section A.

Par. 2. As may be provided in the by-laws of the Faculty Senate, members of such additional standing committees may include members of the university community who are not themselves members of the Faculty Senate.

Par. 3. All standing committees shall report to the Faculty Senate.

### **Sec. G.. *Ad hoc* Committees**

Par. 1. *Ad hoc* committees of the Faculty Senate may be established by the Executive Committee. The Executive Committee shall provide each such *ad hoc* committee with a specific charge stated in writing, and the *ad hoc* committee shall confine itself to the fulfillment of this charge unless otherwise authorized in writing by the Executive Committee. The maximum term of any such *ad hoc* committee shall be twelve months, subject to extension at the discretion of the Executive Committee.

Par. 2. At the discretion of the Executive Committee, such *ad hoc* committees may include members of the university community who are not themselves members of the Faculty Senate.

### **Sec. H. Multipartite Committees and Commissions**

The Faculty Senate may participate on behalf of the University Faculty in the establishment of multipartite committees and commissions of faculty and other agencies and groups of the University. The Faculty Senate shall approve the faculty membership of such bodies on recommendation of the Nominating Committee.

## ***ARTICLE VII. THE STRUCTURE OF THE UNIVERSITY FACULTY***

### **Sec. A. Constituent Faculties**

Par. 1. For the purpose of organization and execution of the educational and research programs of the University, the University Faculty shall be organized into constituent faculties, each responsible for a particular professional or scholarly discipline or group of related disciplines. In pursuit of this function, each constituent faculty shall discharge the following obligations:

- a. The recommendation to the president of promotions and of initial faculty appointments;
- b. Recommendation to the president of tenure appointments;
- c. The election of faculty members to the Faculty Senate;
- d. The recommendation to the Board of Trustees of awarding of degrees in course.

Each constituent faculty shall be governed in accordance with by-laws adopted by that faculty and ratified by the Faculty Senate.

Par. 2. Each constituent faculty shall have a dean or otherwise designated chief executive officer appointed for a term of office by the president after consultation with that faculty. Each constituent faculty shall establish procedures for advising the president regarding the appointment of a dean or chief executive officer, pursuant to the guidelines found in the *Faculty Handbook* (Chapter 3).

Par 3. Each constituent faculty shall be responsible to the University Faculty for execution of the programs delegated to it.

Par. 4. In discharging its responsibilities, each constituent faculty shall observe university policies governing academic freedom, and its by-laws shall provide that the decision-making processes in its government are essentially democratic.

Par. 5: Each constituent faculty shall have a Budget Committee. The regular members of each Budget Committee shall be selected from among the University voting faculty of that constituent faculty by direct election or by appointment by a directly elected body of that constituent faculty. In addition, each Budget Committee may include additional members *ex officio* as needed.

## **Sec. B. Departments**

Par. 1. Any constituent faculty may be organized into departments. The department shall be the basic unit of those faculties so organized. Each member of the University Faculty holding a principal appointment in such a faculty shall normally have an appointment in a department.

Par. 2. The department shall provide a central administration and a focal point for an academic discipline or for closely related disciplines; it shall plan and provide programs of teaching and scholarly work and professional activity, assume the responsibility for implementing these programs, and determine the policies necessary to guide them and the practices necessary to carry them out. The department shall be responsible for the content of the undergraduate curricula and programs in its disciplinary fields. It shall maintain and staff the facilities which lie within its jurisdiction.

Par. 3. Each department shall have a chair appointed by the president after consultation with the members of that department. Such consultation shall be conducted by the dean of the constituent faculty and reported to the president. Each constituent faculty shall establish procedures for advising the president regarding appointment of a chair pursuant to the guidelines found in the *Faculty Handbook*. These procedures shall be incorporated in the by-laws of the constituent faculty.

## **Sec. C. Graduate Programs**

Subject to regulations and standards determined by the Faculty Senate upon recommendation of the Committee on Graduate Studies, as provided in Article VI, Section D, Paragraph 2, each department, and each constituent faculty not having a departmental structure, shall be charged with the responsibility for

its graduate programs, and each constituent faculty shall be charged with the responsibility for its inter-departmental and inter-divisional graduate programs. Graduate programs in which more than one constituent faculty participate shall be the joint responsibility of the participating faculties.

## ***ARTICLE VIII. INITIATIVE AND REFERENDUM***

### **Sec. A. Initiative**

A motion or resolution may be placed on the agenda of a meeting of the University Faculty by any of the following initiative procedures:

1. A request of the president,
2. A request of the chair of the Faculty Senate,
3. A petition signed by forty percent of the voting members of the Faculty Senate,
4. A petition signed by two-thirds of the voting members of the University Faculty in any constituent faculty, or
5. A petition signed by ten percent of the voting members of the University Faculty.

### **Sec. B. Referendum**

Any action of the Faculty Senate may be made subject to referendum by the University Faculty, within six months of the date of such action, by any of the procedures specified above for initiative. A two-thirds vote of the voting members of the University Faculty present at the meeting called to consider such referendum shall be required to overrule the action of the Faculty Senate. In the event that the meeting does not achieve a quorum, that petition of referendum shall expire.

## ***ARTICLE IX. AMENDMENT***

Par. 1. An amendment of this constitution may be proposed by majority vote of the Faculty Senate or by action of the voting members of the University Faculty at an annual meeting or at a special meeting, subject to the procedures specified in Article VIII, Section A. The vote on any proposed amendment shall be by mail ballot of the University Faculty and shall require the approval of sixty percent of those voting members returning ballots. In the case of an amendment proposed by majority vote of the Faculty Senate, the president of the University shall call a special meeting of the University Faculty to discuss the proposed amendment; that meeting shall take place not later than the fifth day preceding the final date for submission of ballots.

Par. 2. At least once every five years, the Faculty Senate shall review all provisions of this constitution and recommend to the University Faculty as to desirable amendments.

Par. 3. After its approval by the voting members of the University Faculty, an amendment shall be submitted to the president for consideration and transmittal to the Board of Trustees for approval. The amendment shall take effect immediately upon receipt of trustee approval unless the amendment specified otherwise.

## **ARTICLE X. RATIFICATION**

Par. 1. This constitution shall be approved by a sixty percent majority vote of a meeting of the Faculty Senate as constituted under the 1969 constitution. Upon such Senate approval, a draft of this constitution shall be distributed to all members of the University Faculty, and a meeting of the University Faculty shall be held to discuss it. The constitution shall then be submitted to a mail ballot of the University Faculty and shall require the approval of sixty percent majority of those members of the University Faculty returning ballots. In the event of failure to achieve such majority, the constitution shall be referred back to the Faculty Senate.

Par. 2. After approval by the University Faculty, the constitution shall be submitted to the president for consideration and transmittal to the Board of Trustees for approval.

*\*approved by the Faculty Senate 5/9/77; approved by the University Faculty 5/24/77;  
approved by the Board of Trustees 6/22/77;  
amended by the University Faculty 10/3/79; approved by the Board of Trustees 10/9/79;  
amended by the University Faculty 5/17/82; approved by the Board of Trustees 6/3/82;  
amended by the University Faculty 9/27/85; approved by the Board of Trustees 10/8/85;  
amended by the University Faculty 2/27/87; approved by the Board of Trustees 3/18/87;  
amended by the University Faculty 10/8/87; approved by the Board of Trustees 10/24/87;  
amended by the University Faculty 10/13/88; approved by the Board of Trustees 11/15/88;  
amended by the University Faculty 10/11/90; approved by the Board of Trustees 10/13/90;  
amended by the University Faculty 10/11/91; approved by the Board of Trustees 10/19/91;  
amended by the University Faculty 10/15/93; approved by the Board of Trustees 10/30/93;  
amended by the University Faculty 10/5/95; approved by the Board of Trustees 11/9/95;  
amended by the University Faculty 10/14/94; approved by the Board of Trustees 6/15/96;  
amended by the University Faculty 10/13/00; approved by the Board of Trustees 3/11/00;  
amended by the University Faculty 10/12/01; approved by the Board of Trustees 11/7/01;  
amended by the University Faculty 4/23/03; approved by the Board of Trustees 5/19/03;  
amended by the University Faculty 4/57/05; approved by the Board of Trustees 7/13/05;  
amended by the University Faculty 10/5/07; approved by the Board of Trustees 10/19/07;  
amended by the University Faculty 5/14/09; approved by the Board of Trustees 6/6/09*

## CSE By-laws

### Background Information

The current version of the Bylaws of the Faculty of the Case School of Engineering (CSE) were approved by the faculty of the Case School of Engineering on November 17, 2005, and with minor modifications by the Faculty Senate on February 27, 2006.

### Revisions I

A revision to the bylaws to create a standing budget committee was approved by the CSE faculty at its meeting on April 26, 2007. This revision was submitted to the Faculty Senate Bylaws Committee on September 28, 2007. The Faculty Senate Bylaws Committee returned the bylaws to CSE for modification in October 2007. The CSE's responses to the notes from the September 28, 2007, meeting of the Faculty Senate Bylaw Committee are attached.

At the April 2, 2009, meeting of the CSE faculty, the proposed changes to the CSE Bylaws that were made in response to the Faculty Senate Bylaw Committee's review of the previously approved bylaws establishing a CSE Budget Committee were approved.

**A copy of the CSE Bylaws approved at the April 2, 2009, meeting of the CSE faculty is contained below. The Revisions I edits are highlighted in yellow. The Revisions I edits have been approved by Faculty Senate Committee on By-laws, and are here submitted for review by the Faculty Senate Executive Committee and approval by the Faculty Senate. These changes are contained below.**

**(Revisions II - In fall 2009, the CSE Executive Committee recommended some additional revisions to the CSE Bylaws. These revisions were reviewed by the Faculty Senate Committee on By-laws in Spring 2010. The Faculty Senate Committee on By-laws recommended additional edits, including updated text for the new Faculty Senate Committee on Undergraduate Education. These changes have yet to be approved by the CSE Faculty. These changes ARE NOT contained below. )**

**BYLAWS OF THE FACULTY  
OF THE CASE SCHOOL OF ENGINEERING**

**CASE WESTERN RESERVE UNIVERSITY**

*Approved by the faculty of the Case School of Engineering, 17 November 2005*

*Approved with minor modifications by the Faculty Senate, 27 February 2006*

*[Approved by the faculty of the Case School of Engineering, 2 April 2009](#)*

**Chapter 1. Organization & Constitution of the Faculty**

- Article I. Purpose
- Article II. Membership
- Article III. Officers of the Faculty
- Article IV. Meetings
- Article V. Committees
- Article VI. Composition and Duties of Faculty Standing Committees
  - Section A. Executive Committee
  - Section B. Committee on Appointments
  - Section C. Committee on Undergraduate Studies
  - Section D. Committee on Graduate Studies
  - Section E. Committee on Research
  - Section F. Committee on Budget**
- Article VII. The Policy Committee: Composition and Duties
- Article VIII. Representation in University Governance
- Article IX. Departments
- Article X. Amendment

**Chapter 2. Policies & Procedures for Faculty Appointments**

- Article I. Policies & Standards for Appointment, Reappointment, Promotion & Tenure
  - Section A. Qualifications
  - Section B. Standards for Faculty Appointments
  - Section C. Standards for Tenure
  - Section D. Tenure Policies
- Article II. Non-Tenure Track Faculty
- Article III. Research Faculty
- Article IV. Secondary Appointments
- Article V. Adjunct Faculty



## **Chapter 1. Organization and Constitution of the Faculty**

### **ARTICLE I — PURPOSE**

These bylaws and all amendments adopted, as hereinafter provided, shall constitute the rules governing the Faculty of The Case School of Engineering (hereinafter called the faculty) in the performance of its duties in consonance with the *Faculty Handbook* of Case Western Reserve University.

### **ARTICLE II — MEMBERSHIP**

#### **Section A. Privileges**

Tenured and tenure-track members of the university faculty with primary or joint appointment in the Case School of Engineering (hereinafter called the school) shall be voting members of the faculty. Non-tenure track faculty, special faculty, and administrators in the school may attend faculty meetings, but shall not vote, hold office or serve on standing committees in the school, nor represent the school on the Faculty Senate.

#### **Section B. *Ex officio* Members**

The following university officers shall be members *ex officio* of the faculty when presiding at a meeting, with voting privileges defined in Article IV:

- a. The president
- b. The dean of The Case School of Engineering (hereinafter called the dean of engineering).

#### **Section C. List of Faculty**

The dean of engineering shall furnish a list to the secretaries of the engineering faculty and the university faculty of all tenured/tenure-track faculty and non-tenure track faculty of the school showing ranks and voting privileges by September 1 of each year. Additions or deletions from the list shall be communicated to the secretaries of the engineering faculty and the university faculty when they occur.

### **ARTICLE III — OFFICERS OF THE FACULTY**

The officers of the faculty shall be the dean of engineering and the secretary of the faculty.

### **Section A. Dean**

Par. 1. The dean of engineering shall be the chief executive officer of the faculty and shall be appointed by the president of the university after consultation with the tenured/tenure-track faculty.

Par. 2. The dean's duties shall include, but shall not necessarily be limited to:

- a. Planning for the development and continuing welfare of the faculty and the school.
- b. Transmitting with his or her recommendation to the president of the university all cases of appointment, promotion and tenure.
- c. Presiding at meetings of the faculty when the president of the university does not preside.
- d. Representing the faculty to the president and to other academic officers and units of the university.
- e. Representing the school to all constituents outside the university.
- f. Reviewing and approving curriculum changes as recommended by the faculty.

Par. 3. In carrying out the above duties, the dean may appoint associate deans after consultation with the faculty.

### **Section B. Secretary**

Par. 1. The secretary of the faculty shall be a faculty member elected at the last regular faculty meeting of the academic year. The secretary shall assume office at the conclusion of that meeting and shall serve for a term of two years and may be re-elected without limitation on the number of two-year terms (s)he may serve.

Par. 2. The secretary's duties shall include, but not necessarily be limited to:

- a. Compiling, upon certification of the dean of engineering, a directory of members of the faculty and administrative officers of the school and their membership classification at the beginning of the fall semester of each year, and noting changes as may occur through the year.
- b. Recording attendance, establishing the presence of a quorum, and keeping minutes of all meetings of the faculty.
- c. Distributing copies of the directory and minutes of faculty meetings to members of the faculty and to the university archives.
- d. Serving as secretary of the Executive Committee of the faculty, defined in Article VI.

- e. Preparing official resolutions for actions by the faculty on appropriate occasions.
- f. Maintaining files of minutes of meetings of all committees except the Committee on Appointments.
- g. Transmitting to the successor, at the expiration of the secretary's term of office, all records pertaining to that term as described above.

## ARTICLE IV — MEETINGS

### Section A. Regular Meetings

The faculty shall hold regular meetings at least once each semester on dates established at the spring meeting of the previous year. Additional regular meetings may be called by the Executive Committee or by majority vote of the faculty at any regular meeting.

### Section B. Special Meetings

The faculty shall hold special meetings when called by the dean of engineering or by the Executive Committee, or on a petition signed by twenty percent of the voting members of the faculty stating the purpose of the meeting.

### Section C. Agenda

The agenda for all meetings shall be prepared by the Executive Committee, and shall include reports from the standing committees and the provision for the introduction of new business. The secretary shall notify each faculty member and the dean's office of the agenda at least 7 days before each regular meeting and 6 days before special meetings.

### Section D. Conduct of Meetings

The president of the university shall preside at both regular and special meetings. If the president chooses not to preside, the dean of engineering or the dean's designate shall preside at both regular and special meetings. The presiding officer shall conduct such meetings in accordance with the most recent edition of *Robert's Rules of Order, Newly Revised*. The dean shall appoint a member of the faculty to act as parliamentarian.

### Section E. Quorum; Voting

Forty percent of the voting members of the faculty shall constitute a quorum, and all decisions shall be majority vote of those present and voting except as indicated in Article X, Par. 2. The presiding officer as defined in Section D may vote only to resolve a tie.

## ARTICLE V — COMMITTEES

### Section A. Committees of the Faculty and of the Dean

The standing committees of the faculty shall be the Executive Committee (Article VI, Section A), Committee on Appointments (Article VI, Section B), Committee on Undergraduate Studies (Article VI, Section C), Committee on Graduate Studies (Article VI, Section D), Committee on Research (Article VI, Section E), and Committee on Budget (Article VI, Section E). The Committees on Undergraduate Studies, Graduate Studies, ~~and~~ Research and Budget report to the Executive Committee. In addition there is a Policy Committee (Article VII), a committee of the dean of engineering.

### Section B. Membership on Multiple Committees

No faculty member may serve at one time on more than two standing committees of the school.

### Section C. Terms of Office

The term of office shall be two years on the Executive Committee, Committee on Undergraduate Studies, Committee on Graduate Studies, and Committee on Research and the Committee on Budget. A year shall elapse before a member who has served a full term may again serve on the same committee. Terms of office shall be overlapped, approximately one-half of the membership of each committee being replaced each year.

### Section D. Announcement of New Members and Chairs

New members of the standing committees, and chairs of these committees except the chair of the Executive Committee and the chair of the Committee on Appointments, shall be announced at the last regular faculty meeting of the academic year. These persons shall assume office on July 1. Chairs shall serve for one year.

### Section E. Special Committees

The Executive Committee may at any time appoint a special committee to make recommendations on any matter or matters within the jurisdiction of the faculty, provided that such matter or matters are not solely within the jurisdiction of any standing committee.

## ARTICLE VI — COMPOSITION AND DUTIES OF FACULTY STANDING COMMITTEES

### Section A. Executive Committee

Par. 1. The Executive Committee shall consist of:

- a. One faculty representative from each department of the school, selected by the department faculty, who has been a member of the faculty for at least three years and who is not the department chair. The names of the selected

representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair;

- b. The secretary of the faculty, ex officio with vote;
- c. The dean of engineering, the retired chair of the Executive Committee (who will serve for one year), one member of the Policy Committee (chosen by the Policy Committee), one engineering faculty senator (chosen by the Executive Committee from among the elected engineering senators) all ex officio without vote.

Par. 2. The chair of the Executive Committee shall be elected annually by the committee from among its tenured members at the committee's first meeting of the academic year. The outgoing chair of the Executive Committee shall call the meeting at which the new chair will be elected.

Par. 3. The secretary of the faculty shall serve as secretary of the committee.

Par. 4. The Executive Committee shall hold meetings on dates to be determined by the chair who shall notify each member at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The Executive Committee shall meet at least once every month during the academic year.

Par. 5. The duties of the Executive Committee shall be:

- a. To determine immediate and long range matters demanding faculty study and action,
- b. To transmit such matters to the faculty after due consideration by appropriate standing or ad hoc committees,
- c. To provide for full faculty debate of proposals for faculty action,
- d. To act as the nominating committee for the faculty, and
- e. To review applications for sabbatical leaves, and prepare a recommendation concerning the merits of the proposal and the applicant's qualifications to undertake it (*Faculty Handbook*, Chapter 3, Part One, §II.A.9).

Par. 6. In the pursuit of its duties, the Executive Committee may propose subjects for study to the appropriate standing committees, may appoint special committees, shall review committee progress, and the recommendations of all committees before their presentation to the faculty.

Par. 7. The Executive Committee shall prepare the agenda for all faculty meetings and include committee recommendations in writing together with a summary of the Executive Committee's opinion of the recommendations.

Par. 8. In its role as nominating committee, the Executive Committee shall:

- a. Ensure that each department selects its representatives to all standing committees. Names will be forwarded by each department chair to the chair of the Executive Committee in time for announcement at the spring faculty meeting preceding the academic year in which the representatives will serve.
- b. Nominate for election at the regular Spring meeting of the faculty the secretary of the faculty (when necessary), and nominate for approval by the faculty the chairs of the committees on Undergraduate Studies, Graduate Studies, and Research.
- c. As needed to fill expired terms, select members of the faculty to represent the school on the Executive Committee of the University Undergraduate Faculty.
- d. Prepare a slate for and supervise the election of faculty representatives for the **University Faculty** Senate. The slate shall contain twice the number of names to be elected, and the election shall be held in time to transmit its results to the faculty senate at a time specified by the secretary of the senate.
- e. Fill any vacancies that may occur on standing committees of the School of Engineering or in the school's members of the Executive Committee of the University Undergraduate Faculty during the year. Each such vacancy shall be filled for the remainder of that year, and the remainder of the unexpired term shall be filled by the next election or appointment procedure.

Par. 9. At least every five years, the Executive Committee, in consultation with the dean of engineering and the Policy Committee, shall consider initiating and organizing a comprehensive review of academic, research, and administrative policies of the school.

### **Section B. Committee on Appointments**

Par. 1. The Committee on Appointments shall consist of five members of the faculty with the rank of professor, with tenure and without administrative appointment who shall be appointed for one year terms by the Executive Committee in time for announcement to the faculty at the last regular faculty meeting of the academic year. The chair of the committee shall be elected annually by the committee from among its members at the committee's first meeting each academic year.

Par. 2. The Committee on Appointments shall hold meetings on dates to be determined by the chair, who shall notify each member at least three days before each meeting, specifying the time, the place and agenda of the meeting. The chair or his or her designate shall act as secretary, record the actions of all meetings, prepare all correspondence and keep the minutes of all meetings.

Par. 3. The Committee on Appointments shall consider:

- a. All matters of tenure, promotion, or appointments to the ranks of associate professor and full professor,
- b. All initial tenured appointments,

- c. All research professor and associate professor appointments, and
- d. All emeritus faculty appointments.

In addition, it shall consider and make recommendations pertaining to the dismissal of tenured faculty members when permitted by the *Faculty Handbook*. The tenure policy shall be that stated in Chapter 2, Article I.

Par. 4. Recommendations concerning promotion or tenure of a faculty member shall be prepared each year by the chair of each department in accord with the *Faculty Handbook* and shall be forwarded to the dean of engineering for transmission to the Committee on Appointments. The committee chair shall notify each department chair of the deadline for submission of recommendations at least four weeks in advance of the deadline. The committee shall prepare its recommendations concerning promotion or award of tenure of faculty members and forward the recommendations to the dean of engineering. If the Committee on Appointments does not support a department recommendation, or if it recommends action in the absence of department recommendation, it shall refer its recommendation to the appropriate department chair for advice and consultation for possible reconsideration by the Committee on Appointments before it forwards its recommendations to the dean. All recommendations, positive and negative, shall be reported to the appropriate department chair.

Par. 5. The Committee on Appointments shall recommend to the Executive Committee the approval of rules governing the procedures of the Committee on Appointments, and the approval of criteria for the recommendation of appointment, promotion, and tenure.

Par. 6. The Committee on Appointments shall review those untenured tenure-track faculty who are at the end of their third pretenure year. Recommendations concerning this review of a faculty member shall be prepared each year by the chair of each department in accord with the *Faculty Handbook* and shall be forwarded to the dean of engineering for transmission to the review committee. The chair of this review committee shall notify each department chair of the deadline for submission of recommendations at least four weeks in advance of the deadline. A written summary of all evaluations shall be communicated to the faculty member, the department chair, and the dean.

### **Section C. Committee on Undergraduate Studies**

Par. 1. The Committee on Undergraduate Studies shall consist of one faculty representative from each department of the school selected by the department faculty, and an undergraduate engineering student representative selected by the Undergraduate Student Government. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Undergraduate Studies shall hold meetings on dates to be determined by the chair, who shall notify each member, the secretary of the faculty, and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings, prepare all correspondence and keep the minutes of all

meetings. At least one meeting in the fall semester and in the spring semester shall be held jointly with the Committee on Graduate Studies.

Par. 3. The Committee on Undergraduate Studies shall recommend to the faculty matters pertaining to undergraduate education, including the requirements for all degree programs within the school, or undergraduate degree programs offered in conjunction with other units of the university. In addition, it shall participate with similar committees of other academic units of the university in setting general education criteria.

Par. 4. The Committee on Undergraduate Studies is authorized to:

- a. Review and recommend to the dean of engineering the addition or deletion of engineering undergraduate courses.
- b. Approve:
  - i. Minor or temporary changes in established undergraduate curriculum programs,
  - ii. Minor modifications in courses,
  - iii. Changes in the engineering core course list.
- c. Review and recommend to the faculty major changes in engineering curriculum programs, engineering core, and freshman/sophomore common core requirements.
- d. Initiate and formulate policy that will maintain and improve the standards and quality of undergraduate education in the school.
- e. As needed to fill vacancies, and in consultation with the Executive Committee, select members of the faculty to represent the school on the Curriculum Committee of the university undergraduate faculty.

Par. 5. The committee shall periodically review the Cooperative Education and Binary Programs, as they pertain to the school, and make recommendations concerning their operation.

Par. 6. The committee shall promote student professional development by providing special programs on professional ethics, professional registration and professional organizations.

#### **Section D. Committee on Graduate Studies**

Par. 1. The Committee on Graduate Studies shall consist of one faculty representative from each department of the school selected by the department faculty, and an engineering graduate student representative selected by the Graduate Student Senate. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Graduate Studies shall hold meetings on dates to be determined by the chair, who shall notify each member, the secretary of the faculty, and the office of the



dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the action of all meetings, prepare all correspondence and keep the minutes of all meetings. At least one meeting in the fall semester and in the spring semester shall be held jointly with the Committee on Undergraduate Studies.

Par. 3. The Committee on Graduate Studies shall recommend to the faculty matters pertaining to graduate education, including the requirements for all graduate degree programs within the school, or graduate degree programs offered in conjunction with other units of the university. In addition, it shall be charged with participating, as appropriate, with similar committees of other academic units of the university in setting general graduate education criteria.

Par. 4. The Committee on Graduate Studies is authorized to:

- a. Review and recommend to the dean of engineering the addition, deletion or significant modification of engineering graduate courses.
- b. Review any changes in graduate and professional program requirements and make recommendations to the faculty. Certify to the dean of engineering that graduate and professional programs meet the minimum requirements of the university and the school.
- c. Recommend to the dean of engineering, for consideration and transmittal to the dean of graduate studies, appropriate action to be taken on student petitions for waiver of a regulation or any other request pertaining to his or her program of study and/or duties as a graduate student.
- d. Initiate and formulate policy that will maintain and improve the standards and quality of graduate education in the school.

#### **Section E. Committee on Research**

Par. 1. The Committee on Research shall consist of one faculty representative from each department of the school selected by the department faculty. The names of the selected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Research shall hold meetings on dates to be determined by the committee chair, who shall notify each member, the secretary of the faculty, and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings and prepare all correspondence.

Par. 3. The Committee on Research shall consider and recommend to the faculty matters pertaining to research (e.g. opportunities for research, the applications of research, research facilities, the organization and function of research day(s), special school-wide lectures and seminars).

Par. 4. The committee shall serve as liaison between the faculty and the research centers.

Par. 5. The committee shall organize and promote undergraduate research opportunities.

#### **Section F. Committee on Budget**

Par. 1. The Committee on Budget shall consist of one voting member from each department of the school, to be elected by the voting members of the department faculty. The names of the elected representatives shall be transmitted annually to the chair of the Executive Committee prior to the spring faculty meeting by each department chair.

Par. 2. The Committee on Budget shall hold meetings on dates to be determined by the committee chair, who shall notify each member, the secretary of the faculty (Article I), and the office of the dean of engineering at least three days before each meeting, specifying the time, the place and the agenda of the meeting. The chair or the chair's designated shall act as secretary, record the actions of all meetings and prepare all correspondence.

Par. 3. The Executive Committee shall elect annually from among the tenured and tenure-track associate professors and professors of the faculty of the school a chair-elect of the Committee on Budget, who shall serve as vice chair during his or her first year of office and shall become chair of the Committee on Budget during his or her second year in office and Past Chair in the third year. If not already an elected member of the Committee on Budget, the vice chair, the chair, and the past chair shall be voting members of the Committee on Budget by virtue of office. The chair or chair's designate shall serve ex officio as the Case School of Engineering's representative to the Faculty Senate Budget Committee (and thus, the University Budget Committee) in accordance with the rules of the Faculty Senate Budget Committee.

Par. 4. The Committee on Budget shall consider and make recommendations to the faculty on matters pertaining to budget. It shall advise the Executive Committee and the administration of the Case School of Engineering, including the department chairs, the dean and the budget office, on the adherence to budget priorities and the attainment of budgetary goals.

Par. 5. The Committee on Budget shall advise the faculty on the financial feasibility of the school's current and planned education programs, activities, and facilities, and their effect on the operating budget, capital requirements, and financial health of the Case School of Engineering.

Par. 6. The Committee on Budget shall also advise the faculty on budgetary questions as they affect current and planned educational programs, activities, and facilities.

### **ARTICLE VII — THE POLICY COMMITTEE: COMPOSITION AND DUTIES**

Par. 1. The Policy Committee shall consist of all department chairs, the chair of the Executive Committee, the dean of engineering, who shall chair the committee, and any associate deans of the school.

Par. 2. This committee shall set administrative policy for the school. Primary responsibility for educational policy will rest with the Executive Committee, Committee on Undergraduate Studies, Committee on Graduate Studies and the faculty.

Par. 3. Other duties of the Policy Committee shall include the following:

- a. Develop and coordinate graduate and undergraduate recruiting programs.
- b. Organize programs for faculty development and promote an active faculty awards program.
- c. Promote a program for the involvement of the Alumni and other interested friends in the school.

## **ARTICLE VIII — REPRESENTATION IN UNIVERSITY GOVERNANCE**

The faculty shall be represented in university governance by the dean of engineering and by faculty members as they shall from time to time be selected to serve on university governing bodies.

### **Section A. Representative Bodies**

Vacancies in the faculty delegation to the respective organizations and committees shall be filled by the Executive Committee or by elections supervised by the Executive Committee. If elections are required, they shall be carried out as follows: first, each department shall fill any vacancies that have occurred in its delegation; second, the Committee shall prepare a slate for and conduct the election of the remaining members-at-large.

### **Section B. University Faculty Senate**

Par. 1. The Faculty delegation to the University Faculty Senate shall be constituted in accordance with the *Faculty Handbook*.

Par. 2. Vacancies in the faculty delegation to the senate shall be filled by an election supervised by the Executive Committee in accordance with these bylaws.

## **ARTICLE IX — DEPARTMENTS**

The faculty of the school shall be grouped by departments.

### **Section A. Department Chairs**

Par. 1. Each department shall have a chair, appointed by the president on the recommendation of the dean of engineering after consultation with the faculty members of the department. The chair shall report to the dean of engineering. The chair of the department shall serve for an initial appointment not to exceed five years and shall be eligible for reappointment to successive terms, each of which shall not exceed five years. The dean of engineering in

consultation with the faculty shall review the performance of the department chairs no later than one year prior to the end of the appointment and no later than the third year of the appointment.

Par. 2. The chair shall be the executive officer of the department and shall assume leadership in matters of department policy, including appointments, promotions, instruction, research and administration in accord with the *Faculty Handbook*. The chair shall be responsible for the preparation of the department's budget subject to the approval of the dean of engineering and shall represent the department to other departments and to the officers of the administration. The chair shall convene all department meetings. The chair shall also, as necessary, appoint committees, delegate duties, and prepare teaching schedules after consultation with the faculty members of the department. The chair shall be the hiring officer for all non-academic personnel assigned to the department. The chair shall maintain records and conduct correspondence.

### **Section B. Departmental Meetings**

The department faculty shall hold at least two meetings each semester during the academic year to assist the department chair in the duties listed in Section A and other matters of departmental policy and procedure.

## **ARTICLE X — AMENDMENT**

Par. 1. Any member of the faculty may submit a proposed amendment to these bylaws to the Executive Committee. The Executive Committee shall place it on the agenda of a regular or special meeting of the faculty. At least 14 days before the meeting at which it is to be considered and acted upon, the Executive Committee shall submit the proposal in writing to the faculty with arguments in support of and in opposition to the amendment as well as the Executive Committee's opinion of the proposal.

Par. 2. A proposed amendment shall be passed upon an affirmative vote of at least three-fifths of the voting membership.

## Chapter 2. Policies and Procedures for Faculty Appointments

The process of hiring a new faculty member involves a rigorous evaluation of the candidate to determine whether past performance demonstrates a pattern and level of excellence that predicts future success in research, teaching and service at the school. After the initial appointment, all faculty members are required to complete annual activity reports and will receive annual evaluations focusing on the activities and accomplishments that contribute to what is valued in the performance of faculty of the school. An intensive third-year review is conducted for untenured faculty. The school will provide faculty with copies of the procedures used for the annual review, the three-year review and consideration for promotion or tenure.

### ARTICLE I — POLICIES & STANDARDS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION & TENURE

#### Section A. Qualifications

The evaluation of a faculty member in the Case School of Engineering for appointment, promotion, or award of tenure is governed by the policies and procedures set forth in the current Case Western Reserve University *Faculty Handbook*. Chapter 3, Part One, §I.F.1 (Qualifications and Standards for Appointments, Reappointments, Promotions and Tenure) of the *Handbook* states:

*The qualifications for faculty appointment and reappointment include the following, as appropriate to the type of appointment:*

- (1) An expert knowledge of his or her academic field and a commitment to continuing development of this competence;*
- (2) A dedication to effective teaching;*
- (3) A commitment to a continuing program of research or other advanced creative activity, including production of art or artistic performance, or, where more appropriate to the particular academic context, professional service activities; and*
- (4) A willingness to assume a fair share of university administrative and service tasks.*

The standards for appointing faculty of various categories and ranks and for awarding promotion and tenure in the Case School of Engineering are predicated on these four qualifications, as described in the following sections.

#### Section B. Standards for Faculty Appointments

Par. 1. In the Case School of Engineering, faculty appointments may be made by category and rank as indicated in Table I.

**TABLE I. Faculty of the Case School of Engineering by category, type, and rank**

Category & type	Instructor	Senior Instructor	Assistant Professor	Associate Professor	Professor
<b>Tenured/Tenure-Track</b>			√	√	√
<b>Non-Tenure-Track</b>	√	√	√	√	√
<b>Special:</b>					
Research Faculty			√	√	√
Adjunct Faculty	√	√	√	√	√
Visiting Faculty	√	√	√	√	√
Secondary* Appointment	√	√	√	√	√
Lecturer					

\*) Rank of secondary appointment may not be higher than that of the primary appointment.

Par. 2. Chapter 3, Part One, §I.F.2 of the *Handbook* states:

*Faculty appointments with tenure or without tenure but leading to consideration for tenure should be based on evidence that the candidate can and will continue to satisfy all of the [four abovementioned] qualifications. Faculty appointments on the non-tenure track should be based on evidence that the candidate can and will continue to satisfy item (1) and two of items (2), (3), and (4) of the foregoing qualifications. Special faculty appointments should be based on evidence that the candidate can and will continue to satisfy item (1) and one of items (2), (3), and (4) of the foregoing qualifications.*

Par. 3. For all faculty appointments and promotions in the Case School of Engineering, external letters of reference from experts in the field comprise a major source of evidence of the candidate's expert knowledge in the field. Course evaluations and letters of reference from former students should be used, whenever possible and when appropriate to the appointment being considered, for evidence of dedication to effective teaching. Additional standards by which qualifications (1) through (4) will be evaluated as appropriate to the rank and category under consideration with respect to the appointment, reappointment, and promotion of faculty are described in this section.

Par. 4. **Visiting faculty** belong to the category of special faculty and can be appointed at the ranks of instructor, senior instructor, assistant professor, associate professor, and professor. The standards for appointment, reappointment, and promotion of visiting faculty will be evaluated as listed in Table II for special faculty at the corresponding ranks, or as described below for lecturers, instructors, and senior instructors.

Par. 5. **Lecturers** belong to the category of special faculty. As the primary role of lecturers is teaching, only qualifications 1 and 2 apply to the standards for their appointment and reappointment and will be evaluated per the following standards:

- Earned master's degree in a field of engineering or related science, or an earned bachelor's degree in a field of engineering or related science with substantial professional engineering

experience. A person with exceptional qualifications may be considered for appointment to the rank of Lecturer without a degree. (1)

- Evidence of pedagogical abilities relevant to engineering education (2)

Par. 6. The rank of *instructor* can be used for non-tenure track faculty, adjunct faculty, visiting faculty, and faculty with secondary appointments. Qualifications 1 and 2 apply to the standards for the appointment and reappointment for all instructors and will be evaluated per the following standards:

- Earned master's degree in field of engineering or related science (1)
- Evidence of pedagogical abilities relevant to engineering education (2)

In addition, for non-tenure track faculty with the rank of instructor, qualification 4 applies to the standards for their appointment and reappointment and will be evaluated per the following standard:

- Willingness to assume service and administrative tasks at the levels of the department, school, or university (4)

Par. 7. The rank of *senior instructor* can be used for non-tenure track faculty, adjunct faculty, visiting faculty, and faculty with secondary appointments. Qualifications 1 and 2 apply to the standards for the appointment and reappointment for all senior instructors and will be evaluated per the following standards:

- Earned master's degree in field of engineering or related science (1)
- Demonstrated major role in teaching (2)

In addition, for non-tenure track faculty with the rank of senior instructor, qualification 4 applies to the standards for their appointment and reappointment and will be evaluated per the following standard:

- **Significant** participation in service and administrative tasks at the levels of the department, school, or university (4)

Par. 8. With regard to their appointment and reappointment at the ranks of *assistant professor*, *associate professor*, and *professor*, Table II lists standards by which qualifications (1) through (4) will be evaluated for tenured, tenure-track, non-tenure track, and special faculty.

Par. 9. In the Case School of Engineering, appointments at the level of assistant professor will focus on the candidate's *potential* for meeting the requirements for the ranks of associate professor and professor. Appointments at the level of associate professor will be based on the candidate's *performance*. Appointments at the level of professor will be based on the candidate's demonstrated *leadership*. These criteria are described more fully in Table II. For initial appointments to individuals whose professional experience has been primarily in non-academic settings, evidence of skills that are comparable to those needed for academic teaching, advising, mentoring, and service may be taken into consideration for the purpose of determining the appropriate rank of the appointment.

**Comment [MD1]:** The word "significant" was added in response to a comment from Colleen Tremel that the distinction between "willingness" (Par. 6, for instructors) and "participation" could be amplified.

**Comment [MD2]:** Table II is now cited at the start of Par. 8, and again in the middle of Par. 9 as amplification of the general statement of "assistant = potential, associate = performance, professor = leadership."

**TABLE IIa**

<p><b>Tenure Track</b> <i>(Qualifications 1-4 apply)</i></p>	<p><b>Non-Tenure Track &amp; Special</b> (where rank is applicable) <i>(Qualification 1 applies to all. At least two of qualifications 2, 3, &amp; 4 apply to non-tenure track; at least one applies to special)</i></p>
<p><b><u>ASSISTANT PROFESSOR</u></b></p> <ul style="list-style-type: none"> <li>• Earned doctorate in a field of engineering or related science (1)</li> <li>• Promise for achieving recognition in a field of engineering (1)</li> <li>• Potential for effective teaching (2)</li> <li>• Clear plan for a program of research and evidence of excellence and productivity in research (3)</li> <li>• Willingness to assume university service and administrative tasks (4)</li> </ul>	<p><b><u>ASSISTANT PROFESSOR</u></b></p> <ul style="list-style-type: none"> <li>• Earned doctorate in a field of engineering or related science (1)</li> <li>• Potential for effective teaching (2)</li> <li>• Evidence of high quality and productivity in research (3)</li> <li>• Willingness to assume university service and administrative tasks (4)</li> </ul>



**TABLE IIIb**

<p><b>Tenured &amp; Tenure Track</b> <i>(Qualifications 1-4 apply)</i></p>	<p><b>Non-Tenure Track &amp; Special</b> <i>(Qualification 1 applies to all. At least two of qualifications 2, 3, &amp; 4 apply to non-tenure track; at least one applies to special)</i></p>
<p><b><u>ASSOCIATE PROFESSOR</u></b></p> <p><i>Achieving this rank requires continued fulfillment of all criteria at the assistant professor level, with the addition of the following:</i></p> <ul style="list-style-type: none"> <li>• Achieved recognition as an expert in a field of engineering (1)</li> <li>• Demonstrated excellence in teaching, academic advising, and student development as evidenced by course evaluations, student testimonials, course or curricular development, or other contributions to engineering education (2)</li> <li>• Established research program leading to significant contributions to a field of engineering as evidenced by professional presentations, monographs, reports, papers, articles, book chapters or books, activities in workshops, institutes, seminars, advisory panels, etc. (3)</li> <li>• Effectiveness in mentoring undergraduate and graduate students in research as evidenced by directing undergraduate student projects and serving as primary research advisor for M.S. and Ph.D. students (3)</li> <li>• Participation in university service and administrative roles, such as committee membership, interdisciplinary proposals developed, and university leadership positions (4)</li> </ul>	<p><b><u>ASSOCIATE PROFESSOR</u></b></p> <p><i>Achieving this rank requires continued fulfillment of the applicable criteria (per the terms of appointment) at the assistant professor level, with the addition of the following:</i></p> <ul style="list-style-type: none"> <li>• Achieved recognition as an expert in a field of engineering (1)</li> <li>• Demonstrated excellence in teaching as evidenced by course evaluations, student testimonials, course or curricular development, or other contributions to engineering education (2)</li> <li>• Demonstrated capability of establishing and guiding an externally funded research program (3)</li> <li>• For faculty who serve as primary research advisors: effectiveness in mentoring undergraduate and graduate students in research (3)</li> <li>• Participation in university service and administrative roles as evidenced by committee membership, interdisciplinary proposals developed, and university leadership positions (4)</li> </ul>

**TABLE IIc**

<p><b>Tenured &amp; Tenure Track</b> <i>(Qualifications 1-4 apply)</i></p>	<p><b>Non-Tenure Track &amp; Special</b> <i>(Qualification 1 applies to all. At least two of qualifications 2, 3, &amp; 4 apply to non-tenure track; at least one applies to special)</i></p>
<p style="text-align: center;"><b><u>PROFESSOR</u></b></p> <p><i>Achieving this rank requires continued fulfillment of all criteria at the associate professor level, with the addition of the following:</i></p> <ul style="list-style-type: none"> <li>• Recognized leadership in a specific area of engineering (1)</li> <li>• Consistent record of excellence in teaching, program development, and mentoring of students (2)</li> <li>• Develop, sustain and lead a nationally and internationally recognized research program (3)</li> <li>• Continued development of young researchers as evidenced, for example, by a number of students having graduated with Ph.D. degrees (3)</li> <li>• Major role and recognized leadership in key school, university, and professional committees or initiatives, <i>e.g.</i> serving as committee chairperson or other advanced positions of service, preparation of concept or position papers, administrative leadership activities and accomplishments (4)</li> </ul>	<p style="text-align: center;"><b><u>PROFESSOR</u></b></p> <p><i>Achieving this rank requires continued fulfillment of the applicable criteria (per the terms of appointment) at the associate professor level, with the addition of the following:</i></p> <ul style="list-style-type: none"> <li>• Recognized leadership in a specific area of engineering (1)</li> <li>• Consistent record of excellence in teaching, program development, and mentoring of students (2)</li> <li>• Demonstrated capability of establishing and guiding a nationally/internationally recognized research program (3)</li> <li>• Major role and recognized leadership in key professional committees or initiatives, <i>e.g.</i> by assuming positions within the university, preparation of concept or position papers, administrative leadership activities and accomplishments (4)</li> </ul>

## Section C. Standards for Tenure

Par. 1. In the Case School of Engineering (CSE), tenured and tenure-track faculty are valued for their contributions to society through excellence in education; student development, engagement, and partnership; leadership in research; service to the profession; support of the institution through service and visibility; and professionalism through collegiality, mentorship, and ethical practice.

Par. 2. Chapter 3, Part One, §I.F.3 (Qualifications and Standards for Appointments, Reappointments, Promotion and Tenure) of the *Faculty Handbook* states:

*In general, criteria for awarding tenure shall include, at a minimum, a documented national or international reputation for sustained scholarship, as appropriate to faculty rank and discipline.*

§I.F.7 states:

*Tenure is awarded to a faculty member only when the University foresees for him or her a continuing fulfillment of the [four] qualifications presented above.*

In the Case School of Engineering, appointments of new faculty with tenure at the ranks of Associate Professor or Professor will also require evidence of excellence in teaching ability.

Par. 3. The award of tenure is based primarily on assessment of a candidate's documented past contributions and potential for future growth in the areas of teaching, research, and professional service. In this research-intensive university, excellence in research and potential for leadership are expected. In addition, University faculty are distinguished by their strong contributions to the teaching mission of the University. However, it is recognized that the level and significance of the contributions in the separate areas will differ from individual to individual. In all cases, however, an award of tenure will only be made to faculty whose overall accomplishments and potential for continued professional growth are judged to be significant, and competitive at the national and international levels.

Par. 4. Examples of measures indicating past success and future potential include, but are not limited to:

- Evidence of effective teaching, advising, and mentoring of students
- Development of new courses and innovative teaching methods
- Evidence of external impact on engineering education
- Publications in peer-reviewed journals of record
- Peer-reviewed publications in archival meeting proceedings
- Citations to published articles
- Organization of national and international symposia
- Invited lectures before external organizations
- National and international honors and awards for research, teaching, and professional service
- Principal investigator status on externally funded research grants and contracts
- Development of collaborative research efforts

- Departmental and university service
- Service in national and international professional organizations

#### **Section D. Tenure Policies**

Par. 1. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than six years after the date of initial appointment, *i.e.*, in the sixth year.

Par. 2. Service at other institutions may be taken into consideration in establishing the length of a faculty member's pre-tenure period. Such consideration must be made a written part of the initial appointment.

Par. 3. Under exceptional circumstances, an extension of the pre-tenure period may be made as provided in the *Faculty Handbook*.

Par. 4. If tenure has not been awarded by the end of the pre-tenure period, the normal procedure shall be that the faculty member is given a one-year terminal appointment.

Par. 5. Renewable faculty term appointments may be made beyond the end of the pre-tenure period upon mutual agreement of the department chair, the dean of engineering, and the faculty member. Such appointments shall be conditional on at least the following two items:

- a. The appointment will not lead to tenure consideration.
- b. The appointment is contingent upon full support from non-university resources.

Par. 6. Tenure for faculty in the Case School of Engineering resides at the level of the constituent faculty, not in individual departments.

### **ARTICLE II — NON-TENURE TRACK FACULTY**

#### **Section A. Policies**

Par. 1. DEFINITION, RANKS, AND QUALIFICATIONS. Non-tenure track faculty members are those persons holding full-time academic appointments at the ranks of professor, associate professor, assistant professor, senior instructor and instructor whose obligations to the University include two of the three obligations of the tenured/tenure track faculty, *i.e.* 1) teaching, 2) research and scholarship or 3) service to the University community. The appropriate rank is based on the individual's qualifications and experience relative to tenured/tenure track faculty at similar ranks, as set forth in Article I, "Policies & Standards for Appointment, Reappointment, Promotion & Tenure." Non-tenure track faculty are covered by the provisions of the *Faculty Handbook*, unless specifically excluded.

Par. 2. PURPOSE. The appointment of a non-tenure track faculty member is intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

Par. 3. APPOINTMENTS

- a. The appointment of a non-tenure track faculty member must be initiated by and based in a department of the School. The appointment of a non-tenure track faculty member requires approval by a majority of the tenured/tenure track faculty of the department.
- b. The proposed rank of a non-tenure track faculty member requires approval by a majority of the tenured/tenure track faculty of equal rank or higher within the department.
- c. The Committee on Appointments shall review and forward to the dean of engineering a recommendation on new non-tenure track faculty appointments at the rank of Associate Professor or Full Professor. The appointment of a non-tenure track faculty member shall be evaluated based on the candidate's competence in two of the three areas of obligation listed above.
- d. The dean of engineering shall review all non-tenure track faculty appointments. If the dean approves the appointment, the dean shall forward the recommendation to the provost.
- e. Non-tenure track appointments shall normally be made for a term of one to three years and may be renewed. Regardless of when the appointment begins, every non-tenure track appointment term shall have an end date of June 30<sup>th</sup>.
- f. All offers of appointment shall be issued by the office of the dean of engineering.
- g. A non-tenure track faculty member's compensation must be arranged prior to the beginning of the appointment and approved by the department chair and the dean of engineering. The annual salary of a full-time non-tenure track faculty member shall remunerate service for an academic year of approximately nine months or for a longer period.

Par. 4. EVALUATION AND PROMOTION

- a. Non-tenure track faculty shall be evaluated annually by the department chair in a manner similar to that used for tenured/tenure track faculty.
- b. The annual evaluation and recommendation for salary shall be forwarded by the department chair to the dean of engineering.
- c. A department's recommendation for promotion shall be made by the department chair after a vote of the tenured/tenure-track department faculty of equal or higher rank. For promotion above the assistant professor rank, this recommendation is then forwarded to the Committee on Appointments. After review, the Committee on Appointments shall forward its recommendation to the dean of engineering. After review, the dean of engineering shall add his or her recommendation and forward all recommendations to the Provost.

Par. 5. TERMINATION

- a. A decision not to reappoint a non-tenure track faculty member beyond his or her current appointment term shall be communicated to him or her in writing by the department chair, with a copy sent to the dean of engineering in accordance with the schedule in the *Faculty Handbook*, Chapter 3, Part One, §I.K.
- b. Failure of the University, *i.e.* the department chair or the dean of engineering, to provide notice of the intention not to reappoint a non-tenure track faculty member according to the schedule in the *Faculty Handbook*, Chapter 3, Part One, §I.K. shall entitle the non-tenure track faculty member to an additional one-year reappointment.
- c. For purposes of this section, an academic year appointment shall be considered to expire on June 30.
- d. In addition to insufficient academic credentials or performance or grave misconduct or neglect of academic responsibility, the causes for which a term appointment may not be renewed are changes in academic programs, financial constraints, tenured/non-tenured faculty ratios, or other reasons.
- e. If requested by the faculty member, the University, *i.e.* the chair or the dean, shall provide written explanation for the non-renewal of a term appointment.
- f. An appointment may be terminated during the current term, without the notice set out in Par. 6.a., for just cause, as set out in Chapter 3, Part One, §I.E.3 of the *Faculty Handbook*.

Par. 6. RIGHTS AND RESPONSIBILITIES

- a. As permitted by the *Faculty Handbook*, non-tenure track faculty members shall be entitled to vote on all matters coming before the University faculty.
- b. Non-tenure track faculty members may attend meetings of the Engineering faculty, but (per the bylaws of the School) are not entitled to vote.
- c. The two of the three areas (teaching, research and service) for which the non-tenure track faculty has obligations must be determined at time of appointment. A change of the two areas must be approved by the chair and shall require reappointment.
- d. Non-tenure track faculty members can engage in academic advising of students or any other University service functions, contingent on the approval of the department chair.
- e. Non-tenure track faculty members may serve as thesis advisors of graduate students and may be voting members of thesis committees.

- f. Non-tenure track faculty members may submit external research proposals serving as the principal or co-principal investigator, subject to University policies.

### **Section B. Procedures**

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment and reappointment, together with other supporting documentation as detailed in the School's appointment procedures.

Par. 2. Departmental recommendations shall be made by the chair after a vote by the eligible members of the department, including those on leave of absence.

Par. 3. Departments must prepare and submit the appropriate affirmative action paperwork, prior to recommending a new appointment.

Par. 4. Annual performance reviews shall be completed for all incumbents using the school Faculty Activity Report, prior to processing the annual faculty reappointment form.

Par.5. Non-tenure track faculty members shall receive an appointment letter upon their initial appointment. Subsequent reappointments may be made using the faculty appointment form.

## **ARTICLE III — RESEARCH FACULTY**

### **Section A. Policies**

Par. 1. CATEGORY. Research Faculty are members of the faculty of the school under the category of special faculty members. Special faculty are covered by the provisions of the *Faculty Handbook* except where provisions of the *Faculty Handbook* exclude application of a provision to special faculty.

Par. 2. PURPOSE. The appointment of a research faculty member is intended to add expertise to the School in its research endeavors.

#### Par. 3. APPOINTMENTS

- a. The appointment of a research faculty member must be initiated by and based in a department of the School. The appointment of a research faculty member requires approval by a majority of the tenured/tenure track faculty of the department.
- b. The proposed rank of a research faculty member requires approval by a majority of the tenured/tenure track faculty of equal rank or higher within the department.
- c. The Committee on Appointments shall review and forward to the dean of engineering a recommendation on new research faculty appointments at the

rank of Associate Professor or Full Professor. The appointment of a research faculty member shall be evaluated based on the candidate's research competence.

- d. The dean of engineering shall have final approval of all research faculty appointments.
- e. All offers of appointment for research faculty shall be issued by the office of the dean of engineering.
- f. Research faculty member appointments shall be made for a specific period of time, not to exceed one year, and may be renewed.
- g. A research faculty member's compensation is contingent on the availability of external support. Financial compensation for a research faculty member must be arranged prior to the beginning of the appointment and approved by the department chair and the dean of engineering.

Par. 4. QUALIFICATIONS

- a. A research faculty member shall be appointed as Research Professor, Research Associate Professor, or Research Assistant Professor and shall have research experience and qualifications comparable to those of tenured/tenure track faculty at the corresponding ranks, as set forth in Article I, "Policies and Standards for Appointment, Reappointment, Promotion & Tenure."
- b. A Research Professor shall have completed the Ph.D. (or other terminal degree), have recognized leadership and a consistent record of excellence in a specific area of engineering, and show a commitment to the continuing development of his or her research competencies. A Research Professor shall also have a commitment to a continuing contribution to the academic objectives of the program, the School, and the University.
- c. A Research Associate Professor shall have completed the Ph.D. (or other terminal degree), achieved recognition as an expert in a field of engineering, conducted research or other relevant experience leading to significant contributions to a field of engineering, and demonstrate clear promise of meeting the standards for promotion to the rank of Research Professor.
- d. A Research Assistant Professor shall have completed the Ph.D. (or other terminal degree), have demonstrated a) excellence and productivity in research, including the ability to generate outside funding, b) the ability to mentor graduate students, and c) clear promise of meeting the standards for promotion to the rank of Research Associate Professor.
- e. A person with exceptional qualifications may be considered for appointment to the rank of Research Professor without a Ph.D. or other terminal degree.



Par. 5. EVALUATION AND PROMOTION

- a. Research faculty members shall be evaluated annually by the department chair in a manner similar to that used for tenured/tenure track faculty.
- b. The annual evaluation and recommendation for salary shall be forwarded by the department chair to the dean of engineering.
- c. A department's recommendation for promotion shall be made by the department chair after a vote of the tenured/tenure track department faculty of equal or higher rank. For promotion above the assistant professor rank, this recommendation is then forwarded to the Committee on Appointments. After review, the Committee on Appointments shall forward its recommendation to the dean of engineering. The dean of engineering shall make the ultimate decision regarding all promotions.

Par. 6. TERMINATION

- a. If reappointment is not made, employment shall terminate at the end of the current appointment term. If possible, the department chair shall notify the research faculty member in advance of the current appointment end date that reappointment shall not be made.
- b. Research faculty appointments may be terminated prior to the end of the current appointment term (1) for just cause using the same definition which applies to the University faculty in the *Faculty Handbook*, Chapter 3, Part One, §I.E.3.; (2) for failure to meet the performance standards applicable to the research faculty member's current rank; or (3) lack of funds to support the appointment.
- c. As referenced in Par. 3.g., a research faculty member's compensation is contingent upon the availability of external support. It is the responsibility of the department chair to notify the appointee, the office of the dean of engineering and the Office of Human Resources in a timely manner if a research faculty member's compensation must be terminated due to lack of funds.
- d. Research faculty members shall not be entitled to severance pay.

Par. 7. RIGHTS AND RESPONSIBILITIES

- a. A research faculty member does not have the teaching responsibilities required of a tenured/tenure track faculty member.
- b. A research faculty member may serve as a guest lecturer, but cannot be the instructor of record for regular undergraduate or graduate courses. With the approval of the department chair and the dean of engineering, a research faculty member may supervise independent study courses or teach advanced level graduate seminar courses.

- c. A research faculty member may submit external research proposals serving as the principal investigator, subject to University policies.
- d. A research faculty member cannot engage in academic advising of students or any other University service functions on a regular basis.
- e. A research faculty member may serve as the M.S. thesis, M.S. Plan B project or Ph.D. dissertation advisor of a graduate student and can be a voting member of a dissertation or thesis committee. A tenured/tenure track faculty member, however, must serve as the student's Academic Advisor.
- f. A research faculty member may be invited to meetings of the tenured/tenure track faculty, but shall not have the privilege of voting.

### **Section B. Procedures**

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment and reappointment of research faculty, together with other supporting documentation as detailed in the School's appointment procedures. The office of the dean of engineering will not routinely check the availability of funding for a research faculty appointment. It is assumed that in signing the paperwork, the department chair is certifying that sufficient funding is available.

Par. 2. Departments must prepare and submit the appropriate affirmative action paperwork, prior to recommending a new appointment.

Par. 3. Annual performance reviews shall be completed for all incumbents using the school Faculty Activity Report, prior to processing the annual faculty reappointment form.

Par. 4. Research faculty members shall receive an appointment letter, including the term of the appointment, upon their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent reappointments may be made using the faculty appointment form.

## **ARTICLE IV — SECONDARY APPOINTMENTS**

### **Section A. Policies**

Par. 1. ELIGIBILITY. Faculty with secondary appointments must have a primary faculty appointment in another department in the University and thus are members of the faculty of the University and also the school, depending on the location of their primary appointment. As such, faculty with secondary appointments are governed by the *Faculty Handbook*.

Par. 2. PURPOSE. Faculty with secondary appointments are intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

Par. 3. APPOINTMENTS

- a. Secondary appointments may be made at the ranks of Instructor, Senior Instructor, Assistant Professor, Associate Professor, and Professor, based on criteria described in Article I, "Policies and Standards for Appointment, Reappointment, Promotion & Tenure." Secondary appointments are designated for persons who hold primary faculty appointments within the University. No faculty member may hold a secondary appointment at a rank higher than the rank of the primary appointment. Secondary appointments are considered to be part-time. Compensation may or may not be involved. If compensation is to be made, a transfer of funds between departments or schools may be arranged. There is no additional compensation paid directly to the individual.
- b. Secondary appointments must be initiated by and based in a department of the School. Secondary appointments require approval by a majority of the tenured/tenure track faculty of equal or higher rank within a department. Secondary appointments also require the approval of the chair and dean (if another school) of the primary department or school.
- c. The dean of engineering shall review and make final decisions regarding all secondary appointments of faculty within the school.
- d. The dean of engineering shall review and recommend to the Provost all secondary appointments for faculty whose primary appointments are in another school.
- e. All offers of appointment shall come from the office of the dean of engineering.
- f. Secondary appointments shall be made for a specific period of time, not greater than one fiscal year. Re-appointments may be issued on an annual basis, subject to the approval of the secondary department and the dean of engineering, and the Provost if required under Par. 3.d.

Par. 4. TERMINATION

- a. If reappointment of a secondary appointment is not made, the secondary appointment shall terminate at the end of the current appointment term.
- b. When a faculty member vacates a primary appointment, the secondary appointment shall terminate at the same time.

Par. 7. RIGHTS AND RESPONSIBILITIES

- a. Faculty with secondary appointments may teach, contingent on the approval of the secondary department chair, the dean of engineering, and the primary department chair.
- b. Faculty with secondary appointments may engage in academic advising or any other functions of the school.

- c. Faculty with secondary appointments may serve as thesis advisors of graduate students and may be voting members of thesis committees.
- d. Faculty with secondary appointments may submit external research proposals serving as principal or co-principal investigators, subject to University policies. It is expected that faculty with secondary appointments will submit proposals through the department or school where they hold their primary appointment.
- e. Faculty members holding only secondary appointments in the school may be invited to meetings of the regular faculty, but shall not have the privilege of voting.

#### **Section B. Procedures**

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV for each new appointment or for each occasion when approval is sought for a faculty member with a secondary appointment to teach, together with other supporting documentation as detailed in the School's appointment procedures.

Par. 2. Faculty with secondary appointments shall receive an appointment letter with their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent re-appointments may be made using the faculty appointment form.

### **ARTICLE V — ADJUNCT FACULTY APPOINTMENTS**

#### **Section A. Policies**

Par. 1. CATEGORY. Adjunct faculty are members of the University faculty of the School under the category of special faculty members. Special faculty members are covered by the provisions of the *Faculty Handbook* except where provisions of the *Faculty Handbook* exclude application of a provision to special faculty.

Par. 2. PURPOSE. The appointment of Adjunct faculty is intended to add expertise to the school in all of its academic endeavors of teaching and scholarly work.

#### **Par. 3. APPOINTMENTS**

- a. Adjunct faculty may be appointed at the ranks of Adjunct Instructor, Adjunct Senior Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor. The appropriate rank is based on the individual's qualifications and experience relative to tenured/tenure track faculty at similar ranks, as described in Article I, "Policies and Standards for Appointment, Reappointment, Promotion & Tenure." The title is used for individuals who hold primary staff or administrative positions within the University or for individuals whose primary appointments are held outside the University. Adjunct faculty appointments are considered part-time (less than 50% time)

and do not normally provide compensation to the appointee unless the appointee serves as a guest lecturer or teaches undergraduate or graduate courses with approval of the dean of engineering. Compensation for such activities shall be determined by the department chair and the dean of engineering, and shall be commensurate with the responsibilities.

- b. The appointment of an adjunct faculty member must be initiated by and based in a department of the School. The appointment of an adjunct faculty member requires approval by a majority of the tenured/tenure track faculty of equal or higher rank within the department requesting the appointment.
- c. The dean of engineering shall review and make final decisions regarding all adjunct appointments.
- d. All offers of appointment shall come from the office of the dean of engineering.
- e. Adjunct appointments shall be made for a specific period of time, not greater than one fiscal year. If recommended by the department and the dean of engineering, reappointments may be issued on an annual basis.

Par. 4. TERMINATION

- a. If reappointment is not made, the appointment shall terminate at the end of the current appointment term.
- b. Adjunct faculty appointments may be terminated prior to the end of the current appointment term for (1) just cause using the same definition which applies to University faculty in the *Faculty Handbook*, Chapter 3, Part One, §I.E.3; (2) for failure to meet the standards applicable to the appointment; or (3) for lack of funding to support the appointment.
- c. Adjunct faculty are not entitled to severance pay.

Par. 5. RIGHTS AND RESPONSIBILITIES

- a. Adjunct faculty may teach, contingent on the approval of the department chair and the dean of engineering.
- b. Adjunct faculty cannot engage in academic advising of students or any other University service functions on a regular basis.
- c. Adjunct faculty may serve as thesis advisors of graduate students and may be voting members of thesis committees.
- d. An adjunct faculty member may not serve as principal or co-principal investigator on externally funded research proposals, but may serve as a consultant when the principal investigator is a faculty member of the department.

- e. Adjunct faculty members may be invited to meetings of the tenured/tenure track faculty, but shall not have the privilege of voting.

**Section B. Procedures**

Par. 1. Departments must submit a completed Case School of Engineering Appointment Form and a current CV, together with other supporting documentation as detailed in the School's appointment procedures, for each new appointment or for each occasion when approval is sought for an adjunct faculty member to teach.

Par. 2. Adjunct faculty members shall receive an appointment letter with their initial appointment. The letter of appointment shall state that the appointment is subject to the policies and procedures set forth in this document. Subsequent re-appointments may be made using the faculty appointment form.

## **Proposed Summary of Recommendations from the Faculty Senate Committee on Research.**

The committee has gathered information over the last year from all the schools and has reviewed multiple recommendations and concerns. Consistent with the perceived current situation, it has identified 5 areas (listed 1-5 below) where both recognition of bottlenecks and progress over the last 12-18 months is noted. This progress is greatly appreciated by the research stakeholders and the committee recommends close monitoring of these issues.

**In other areas (listed in 6-9), critical bottlenecks are significantly diminishing the capacity of the University to complete its research mission, and these areas should be targeted for immediate action.**

**1-Faculty continue to search for sources of research support through Federal grants.** The University should continue to disseminate information relevant to award opportunities such as those found in Case Research weekly with links to NIH and other agency information.

**2-Faculty continue to search for sources of research support from other sources.** The University needs to focus its efforts to better disseminate and prioritize non-Federal support opportunities. Our efforts at garnering industrial support appear to lag peer groups. The goals include funding as well as scientific and commercialization opportunities. The emerging capital campaign will require substantial foundation support as well, we need to match highly visible junior and senior faculty with opportunities to meet campaign goals.

**3-For training and other group grant opportunities,** the University and Schools should endeavor to make relevant boilerplate information readily available.

**4-Pre-award issues** related to submission of grants has improved significantly; continue to make available resources to increase the efficiency of the submission process.

**5-Human resources** should continue to improve its communications with and service to stakeholders. HR should continue the process of updating job descriptions and benchmark salaries to permit the hiring of outstanding research personnel across the University.

### **Critical Barriers to Current Research**

**6-Grants and Contracts:** Delays and inefficiencies in the setup of grant accounts and the approval of contracts and sub-contracts are contributing to substantial overhead in the research enterprise. Poor communication between institutional officials and stakeholders in defining policies and delays in the execution of agreed upon policies are delaying completion of research and delaying collection of overhead. **These issues represent significant intellectual, financial, and compliance risks to the University as a whole.**

**7-Active Management of Grant and Contracts issues:** The committee recommends that benchmarks for account and contract setup be established and closely monitored to promote a culture of accountability. Deans for Research from each school should be kept informed of progress in Award administration and be solicited for feedback on process and progress.

**8-Sub-optimal research space management** and long renovation timetables in A&S and Engineering are resulting in delayed startup for new faculty, deferred initiation of new research programs and deferred expansion of existing programs with a negative impact on new faculty recruitment. Clear lines of authority and communication are lacking and must be remedied.

**9-The level of purchasing efficiency** is perceived to be inadequate-The University must develop a customer service mentality in delivering purchased goods and services. Dissatisfaction with the preferred vendors systems in terms of pricing reflects the discontent.