

**Faculty Senate Meeting**  
Monday, October 26, 2009  
3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30pm	Approval of Minutes from the September 24, 2009 Faculty Senate meeting, <i>attachment</i>	C. Musil
3:35pm	President's Announcements	B. Snyder
3:40pm	Provost's Announcements	B. Baeslack
3:45pm	Chair's Announcements	C. Musil
3:50pm	Report from the Executive Committee	A. Levine
3:55pm	Report from Secretary of the Corporation	J. Arden-Ornt
4:00pm	University Initiatives on H1N1	L. Singer
4:30pm	Off-campus Master of Science in Anesthesia <i>attachments</i>	G. Wnek J. Rifici M. Norcia
4:50pm	WSOM Executive Doctor of Management <i>attachment</i>	G. Wnek K. Lyytinen
5:15pm	Resolution of <i>ad hoc</i> "Committee on Committees" <i>attachment</i>	R. Dubin
4:15pm	Proposed Reinstatement of University Ball	R. Duffin A. Rocke E. Dicken
5:00pm	Discussion of Proposed Budget Priorities <i>attachment</i>	C. Musil
5:20pm	New Business	



CASE WESTERN RESERVE UNIVERSITY  
Faculty Senate  
Minutes of the Meeting of October 26, 2009  
Toepfer Room, Adelbert Hall

**Members present**

Keith Armitage  
Bruce Averbook  
Bud Baeslack  
Cynthia Beall  
Jessica Berg  
Christine Cano  
Gary Chottiner  
Mary Davis  
Faye Gary  
Julia Grant  
Susan Hinze  
Christine Hudak

David Hutter  
Betsy Kaufman  
Cheryl Killion  
Ken Ledford  
Alan Levin  
Leonard Lynn  
Kalle Lyytinen  
Diana Morris  
Frank Merat  
Kathryn Mercer  
Carol Musil  
G. Regina Nixon

Daniel Ornt  
Joe Prah  
Rodney Pratt  
Cassandra Robertson  
Barbara Snyder  
Sorin Teich  
Elizabeth Tracy  
Michele Walsh  
Gary Wnek  
Liz Woyczynski  
Nicholas Ziats

**Members Absent**

Kathryn Adams  
Timothy Beal  
Nabil Bissada  
Robert Bonomo  
Daniela Calvetti  
Susan Case  
Martha Cathcart  
Mark Chance  
Mark DeGuire  
Angela Graves

Peter Haas  
Jim Kazura  
Ken Loparo  
Shirley Moore  
John Orlock  
Faisal Quereshy  
Roy Ritzmann  
Jonathan Sadowsky  
Samantha Schartman  
Scott Shane

Mark Smith  
Glenn Starkman  
Susan Tullai-McGuinness  
Shengbo Wang  
Georgia Wiesner  
David Wilson  
Terry Wolpaw

**Others Present**

Dan Anker  
Jeanine Arden-Ornt  
Bob Brown  
Kathleen Carrick  
John Clochesy  
Don Feke

Dick Jamieson  
Lara Kalafatis  
Ginny Leitch  
Marilyn Mobley  
Kathy O'Linn  
Dean Patterson

Tim Robson  
Chuck Rozek  
Ginger Saha  
John Sideras  
Jeff Wolcowitz

### **Call to Order**

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

### **Approval of minutes**

Upon motion, duly seconded, the minutes of the Faculty Senate meeting of September 24, 2009 were approved as submitted.

### **President's announcements**

President Barbara Snyder spoke of the previous weekend's Homecoming activities. Visiting alumni are grateful for opportunities to interact with faculty; she thanked faculty for their participation. She and Provost Baeslack are meeting with the faculty at the schools and the college. They continue to share this year's positive reports on budget, fundraising, and undergraduate admissions. Interim Dean Robert Rawson has agreed to serve at the Law School through 2011. The university has received over 120 grants from federal stimulus initiatives, totaling over \$150 million dollars.

### **Provost's announcements**

Provost Bud Baeslack said that research alliance RPF proposals are due to the Provost's Office on November 9. The proposals are currently being considered by the deans; over 30 proposals have been received. Of those proposals received by the deans, 15 -20 will likely be forwarded to the Provost's Office. Approximately 10-15 proposals will be funded. He thanked Prof. Bob Miller and Chris Ash, vice-president for planning, for their assistance. The meetings of the Budget Review Committee are underway.

### **Chair's announcements**

Prof. Carol Musil introduced Prof. John Clochesy, the newly appointed faculty diversity officer. The Executive Committee was invited to a dinner hosted by the Board of Trustees Committee on Academic Affairs and Student Life. The discussion centered on the role of the Faculty Senate. Prof. Musil gave a presentation to the Board of Trustees on the recent activities of the Faculty Senate. The Board of Trustees expressed appreciation for the Senate's focus on low cost, short term budget priorities this year.

### **Chair-elect's announcements**

Prof. Alan Levine, chair-elect of the faculty senate, summarized the October meeting of the Executive Committee. The Executive Committee approved the resolution in memoriam for Prof. Herman Stein, former provost of the university.

### ***Resolution in memory of***

### ***Herman D. Stein, Ph.D.***

*WHEREAS, Dr. Herman Stein was a pioneer in the field of international social welfare first in 1947 when he joined the European Staff of the American Joint Distribution Committee (AJDC) in its massive efforts to provide care for the devastated survivors of the Holocaust; then as director of its Welfare Department in Paris Headquarters, as he initiated and coordinated services in Europe and North Africa; and later as a prime mover in the formation of a School of Social Work in Versailles, later re-established as the Paul Baerwald School of Social Work in the Hebrew University in Jerusalem; and*

*WHEREAS, he participated actively in the work of the UN Division of Social Development in 1950 and devoted a year to consultative work in Tanganyika which led to a 30-year relationship with UNICEF; and*

*WHEREAS, Dr. Stein was President of the Council on Social Work Education; the International Association of Schools of Social Work; was a visiting faculty member at the Smith College School of Social Work and the University of Hawaii; was twice a Fellow at the Center for Advanced Study in Behavioral Sciences, Stanford University and authored, co-authored or co-edited several books and over a hundred scholarly articles; and*

*WHEREAS, his work received numerous recognitions including the Rene Sand Award of the International Council of Social Welfare; the Katherine Kendal Award of the IASSW; the Dorothy Humel Hovorka Prize from CWRU; the University Medal, CWRU's highest honor; and was one of only two Americans profiled in the book Faithful Angels, dedicated to the fifteen most notable international social workers; and*

*WHEREAS, Dr. Stein served as Dean of (M)SASS from 1964 to 1968; was the Case Western Reserve University John Reynolds Harkness Professor Emeritus of Social Administration since 1967, Provost of Social and Behavioral Sciences from 1967 to 1971, Provost and University Vice President from 1969 to 1972, University Provost from 1986 to 1988, and named to the rank of University Professor in 1972; and*

*WHEREAS, Dr. Stein worked diligently and cooperatively with the Faculty Senate at all times but particularly during the turbulent years of the late 1960's and the early 1970's when civil rights, the Vietnam War and the University's Federation were paramount. And, during these same turbulent years he favored dialogue with students rather than confrontation, considering their motivations and not their behavior;*

**NOW, THEREFORE, BE IT RESOLVED THAT:**

*The Executive Committee of the Faculty Senate of Case Western Reserve University, on behalf of the Faculty Senate and the University Faculty as well as the entire University community, extends its most sincere sympathy to the family and friends of Dr. Herman D. Stein, and its deepest respect for Dr. Stein's vision for leadership, distinguished accomplishments and abiding loyalty and support of CWRU. The Mandel School, Case Western Reserve University, and the world have lost a social work luminary whose work changed the face of international social welfare and whose presence with us will not be forgotten.*

**Report from the Secretary of the Corporation**

Jeanine Arden-Ornt, vice president and general counsel and secretary of the corporation, reported on the October meeting of the Board of Trustees. Reports were provided by Dean Jerold Goldberg, School of Dental Medicine, and Marilyn Mobley, vice president for inclusion, diversity and equal opportunity. There was a discussion about study abroad opportunities, succession planning, the benefits reaped from increased staffing in tech transfer initiatives, signage on campus and issues of sustainability. Renovation plans for Leutner Dining Hall and development plans for the Triangle project were approved. Trustees

will comply with all reporting required by the new policies and procedures concerning conflict of interest.

### **University Update on H1N1**

Dr. Nell Davidson, director, University Health Services, gave an update on H1N1 at the university. The first few cases on campus were reported over the summer, cases grew in substantial number in October. At this time, there are reported incidents of H1N1 in almost all residence halls. H1N1 vaccines have been made available on campus thus far to students living on campus, to first responders (security, EMS, residence hall staff, etc.), and to students at the medical, dental and nursing schools.

### **Off-campus Master of Science in Anesthesia**

Prof. Gary Wnek, chair, Faculty Senate Committee on Graduate Studies, presented the new Master of Science in Anesthesia to be offered off campus at the Texas Medical Center in Houston. The proposal has been endorsed by the Faculty Senate Committee on Graduate Studies and the Faculty Senate Executive Committee. Prof. Wnek introduced Dr. Matthew Norcia, assistant professor, and Dr. Joseph Rifici, clinical assistant professor, who currently serve as medical and program directors of the program for the Master of Anesthesia in Cleveland; they will serve as executive directors of the programs in Cleveland and Houston. The insurance policy, within the limits of 1 to 3 million dollars, will be similar to those that cover the partnerships between the university and Cleveland area hospitals. The university covers students; the hospitals cover faculty and those delivering anesthesia. The program has been approved by the Texas Workforce Commission and the Texas Higher Education Coordinating Board. After approval by the Board of Trustees, the proposal will be sent to the Ohio Board of Regents and the The Higher Learning Commission of the North Central Association of Colleges and Schools. The Faculty Senate voted to approve Case Western Reserve University School of Medicine's new Master of Science in Anesthesia at the Texas Medical Center in Houston, Texas, with final approval required by the Board of Trustees.

### **WSOM Executive Doctor of Management**

Prof. Gary Wnek, chair, Faculty Senate Graduate Studies Committee, introduced the proposal from the Weatherhead School of Management to change the name of the Executive Doctor in Management degree. The proposal was reviewed and endorsed by the Faculty Senate Graduate Studies Committee and the Faculty Senate Executive Committee. Prof. Wnek introduced Prof. Kalle Lyytinen, from the Weatherhead School of Management, who provided further details. The School of Management would like to change the name to the Doctor of Management degree. This change would align the title of the degree with similar degree programs offered at universities nationwide, and it would recognize the high quality of the entering class by emphasizing the rigorous research expectations of the degree program. The name change has been discussed for a couple years by the faculty at the School of Management; the proposal was approved by the faculty and a letter of support by the dean is provided. Upon motion, duly seconded, the Faculty Senate approved the change of name for the degree to Doctor of Management, for final approval by the Board of Trustees.

### **Resolution of *ad hoc* "Committee on Committees"**

Prof. Robin Dubin, co-chair, *ad hoc* Committee on University-Level Faculty Committees, gave a quick summary of the committee's final report. The committee endeavored to streamline the number of faculty senate standing committees, but found that this was untenable at this time. Instead the *ad hoc* committee recommended ways that the standing committees could be better supported and more effective. The *ad hoc* committee aimed to strengthen the lines of communication and cooperation between the faculty governance committees in the constituent faculties and the university Faculty

Senate. The Committee on By-laws will shortly review the proposed changes to the Faculty Handbook which provide that a senator from each school would serve on the Faculty Senate Executive Committee, and that said senators would also serve as *ex officio* members of their school or college's executive committees. Prof. Dubin also presented a resolution by the *ad hoc* committee to ensure strong faculty representation on university-level committees. The resolution was endorsed by the Faculty Senate Executive Committee. Upon motion, duly seconded, the Faculty Senate voted to approve the resolution.

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

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

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

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

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

**NOW THEREFORE, IT IS HEREBY RESOLVED THAT:**

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

### **Proposed Reinstatement of University Ball**

Prof. Ross Duffin and Alan Rocke solicited input from the Faculty Senate about the possible reinstatement of the University Ball. The event was held for many years; the last University Ball was last occurred in 2002. The event was good for building a sense of community and several faculty members

have expressed an interest in the event being reinstated. Eric Dicken, executive director, Office of University Programs and Events, provided additional information. The event attracted between 350 and 800 people each year; it was usually held in Thwing Center, but it was also held in Severance Hall. The costs varied each year between \$15,000 and \$60,000, depending on attendance and venue. Originally only faculty members attended, but in later years university administrators were also invited. Faculty and all staff were invited to University Gala Ball in 2007; tickets were offered for sale. The University Ball had previously been offered free-of-charge. Inquiries about practices at other universities indicate that a University Ball may be unique to Case Western Reserve. One faculty member said that professors queried in her department were not interested in reinstating the Ball. Another faculty member said that the expense of such an event might be inappropriate at a time when the surrounding community is suffering in this time of economic distress. President Barbara Snyder offered that the event could have a voluntary charitable fundraising endeavor. She and Provost Bud Baeslack are very willing to support such an event if it is clear that faculty members would attend and if they would find the event to be meaningful. If there is interest, she would prefer that the event be offered free-of-charge as a gesture of appreciation to the university community and she would like the possibility of staff participation to remain open. And if the faculty is interested, she will inquire with the Staff Advisory Council to see whether or not staff members are interested in a University Ball or perhaps in another kind of event. Several faculty senators and an administrator said that the Ball and the activities that preceded some of the balls, such as the receptions or dinners offered by some of the constituent faculties, were enjoyable events that effectively built a sense of community; they spoke in favor of continuing the tradition. The Thwing Ballroom floor is currently judged as unsafe for a large dance event, but a future University Ball could be held inexpensively at another facility, perhaps at one of the nearby museums. Prof. Duffin suggested that student ensembles could provide excellent music inexpensively. Senators were encouraged to solicit input from their faculty colleagues about the reinstatement of the University Ball, or to propose ideas for an alternate way of demonstrating faculty appreciation, and to forward their preferences to Eric Dicken at [eric.dicken@case.edu](mailto:eric.dicken@case.edu).

### **Discussion of Proposed Budget Priorities**

Prof. Carol Musil indicated that senators and faculty senate standing committees had put forth 21 proposed university budget priorities. Prof. Julia Grant, chair, Faculty Senate Budget Committee, said that Ginny Leitch, associate vice-president for budget and financial planning, is working on pricing the proposed budget priorities. Proposed projects must cost not more than \$100,000 and must be completed in two years. Prof. Grant expressed that some of the proposals may involve a continual financial commitment that extends beyond two years. The Faculty Senate will rate the proposals online on November 1 as high, medium, or low priorities. It was requested that a pdf copy of the proposed budget priorities be emailed with the link to the online survey. The top rated budget priorities of the Faculty Senate will be presented at the Provost's November strategic planning meeting.

### **Adjournment**

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

APPROVED  
by the  
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI  
SECRETARY OF UNIVERSITY FACULTY

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

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

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

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

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

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

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

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

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

<p><u>Undergraduate advising:</u> Because advising was identified by our undergraduates as the area with the most pressing need during the Strategic Planning implementation process, the Provost established an advising review committee in Spring 2009. The committee was charged to evaluate the current system of undergraduate advising at CWRU and to make recommendations that would both enhance student satisfaction with the advising process and provide students with better access to information and assistance with academic matters. The committee made several recommendations, some of which are currently being implemented, but others of which have been shelved due to lack of available funding. A two-year project aimed at enhancing the culture of academic advising at CWRU is proposed. Consistent with the recommendations of the advising review committee, and following the model successfully utilized by UCITE to stimulate innovations in teaching, a pool of funds will be established to seed good undergraduate advising practices. Small grants will be made available to individual faculty members or departments to build, assess, and reward successful innovative approaches to undergraduate advising.</p> <p>Project Duration: 2 years</p>	<p>Faculty Senate Committee on Undergraduate Education, chair Prof. Gary Chottiner</p>	<p>\$50,000 (Includes: 5-10 demonstration project grants, awarded on the basis of faculty/department proposals)</p>
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<p>In response to the request for proposals for short-term, high-impact and relatively low-cost budget priorities, we propose that the Kelvin Smith Library acquire the Espresso Book Machine®, a print-on-demand device that produces library quality paperbacks at low cost, printed directly from digital files for the reader in minutes. It has been described as an "ATM for books." It prints, binds and trims a single-copy library-quality paperback book with a full-color paperback cover.</p> <p>Although originally marketed to bookstores for point-of-sale production of out of stock titles, On Demand Books, the producer of the Espresso Book Machine, has recently begun selling these devices (about the size of a large photocopy machine) to libraries. Case Western Reserve University would be among the first university libraries in the United States to own the machine; only the University of Michigan has it at present. The New Orleans Public Library is using the Espresso Book Machine to compensate for the devastating loss of its collections from Hurricane Katrina. McGill University Library and the Bibliotheca Alexandrina in Egypt are other notable libraries using the device.</p> <p>On Demand Books has licensed a catalog of 1.6 million titles for production with the Espresso Book Machine, and recently signed an agreement with Google to provide access to over two million public domain books directly to consumers through the Espresso Book Machine. It can be anticipated that when the Google Books settlement is approved, there will be additional millions of titles made available for out-of-print and "orphan" titles that are otherwise unavailable.</p> <p>The Espresso Book Machine will provide to Case Western Reserve University faculty and students the ability to gain almost immediate on-site access to printed copies of books not otherwise available in the campus libraries. There are two business models that will be explored: (1) Requested titles for research can be printed on demand and lent to the library user; once the user is finished, the book is cataloged and retained in the library collection. (2) If desired, the requested title can be purchased at modest cost by the user, and the requestor keeps the book. The second option might be very desirable for a faculty member with a long-term need for the book. Other options can be imagined: printing on-demand multiple copies of public domain texts used for classes, reproduction of university archival materials; self-publishing, etc.</p> <p>The cost of the Espresso Book Machine is approximately \$100,000. The staffing requirements are minimal, since the machine is designed to be fully automated. We recommend that it be placed in the Freedman Center of KSL. Kelvin Smith Library will absorb into its budget the costs of maintenance and consumables.</p>	<p>Faculty Senate Committee on University Libraries, chair Prof. Peter Haas</p>	<p>\$100,000</p>
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<p>FSCIR is seeking for an acceptance and allocation for 2010-2011 on a research and educational initiative for data visualization.</p> <p>The applied funds will be used for creating an alliance (like the highly successful HPC alliance) and using these funds to match funds available and applied by the researchers to acquire visualization tools and hardware and to organize seminars and workshops on the topic. The importance for the whole research community is explained below.</p> <p><i>Much computationally intensive research at CWRU involves simulation and generates large amounts of numerical data. Simulations at CWRU are carried out in contexts that include intergalactic space, planetary structures, combustion, fluid flow, nanomaterials, and molecular dynamics. Interpretation of these large volumes of simulation-generated data can be carried out through statistical analysis, but additional insight is often possible through the use of scientific data visualization: presentation of the data in a visual form. Visualization of data representing simulated phenomena in the physical world has wide appeal among researchers as it provides them with the ability to gain insight into the three-dimensional structures that their data represents. Animated visualization of time series data can similarly provide new insight into temporal trends inherent in the data. Visualization is useful in the humanities and social sciences in areas such as movement of cultural phenomena through space and time as well as basic population dynamics. In medical research visualization can be used in applications ranging from protein folding to disease spread through international populations. Visualization can be used to make research results more accessible to non-experts, thereby assisting the faculty and the university to more effectively promote the research to potential donors and the general public.</i></p>	<p>Faculty Senate Committee on Information Resources, chair Prof. Kalle Lyytinen</p>	<p>\$100K</p>
<p>To facilitate interdisciplinary collaboration and enhance the University's environmental agenda, it is proposed that an interdisciplinary conference on "Environmental Issues Impacting Health: Regional to Global" be held for Case Faculty in 2011. The purpose of the conference will be to increase faculty awareness and to engage faculty in interdisciplinary planning on how we can incorporate environmental principles into our curriculum. Dorr Dearborn, Ph.D., M.D., Mary Ann Swetland Professor and Chairman, Department of Environmental Health Sciences, expresses his support for the conference.</p>	<p>Faculty Senator Susan Tullai- McGuinness</p>	
<p>That \$90-95k be used to establish a "Professional Development" fund that would be made available for Travel, Conference registration and/or memberships in professional organizations. Many of our faculty members currently either do not attend meetings due to lack of resources or pay for such activities from their own pocket.</p>	<p>Faculty Senate Committee on Faculty Compensation, chair, Prof. Mark Smith</p>	

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

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

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

Dear Dr. Rozek,

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

Thank you for your consideration.

Sincerely,

Pamela B. Davis.

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Pamela B. Davis, M.D., Ph.D.  
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Arline H. and Curtis L. Garvin, M.D., Research Professor  
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July 29, 2009

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

Dear Dean Rozek,

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

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

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

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

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

July 29, 2009

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

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

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

Sincerely,

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

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



CASE WESTERN RESERVE  
UNIVERSITY

WEATHERHEAD SCHOOL OF MANAGEMENT

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

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May 6, 2009

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

Dear Chuck,

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

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

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

Sincerely,

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

N. Mohan Reddy

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

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

Rationale for the Name Change Request

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

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

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

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