Aims

Achievement

Anticipation

Case Western Reserve University
Annual Report 2001-2002
Cover: Interior of the Peter B. Lewis Building stands ready for occupancy. Designed by Frank Gehry, the new home of the Weatherhead School of Management was completed at the end of June, 2002.
President’s Message

This is my first annual report message for Case Western Reserve University, and it is a pleasure to be able to present a summary of such an active year. Throughout this summary I will refer to important work that has been done – or will be done – by other members of the University. In some cases I’ll mention them by name, while in others I’ll be more general. But any report of this kind must begin with an acknowledgement of the fine leadership that was provided for the University last year by Interim President James Wagner and the team he assembled and guided. It is a joy to work side by side with Jim and the rest of the senior leadership team we are assembling. The opportunities we see ahead are in no small way available because of their work, as is our courage to take on the challenges that lie ahead.

In reporting on last year’s developments, I have to be selective – otherwise this portion of the report would run too long. Let me mention some areas of particular importance.

September 11

Any review of the past academic year must include a reference to the campus response to 9/11, which in fact was extraordinary. Provost Wagner devoted considerable time and effort to communicating with faculty, staff, and students, and with our alumni as well. As a result, the period following 9/11 is seen today as a model for the kind of climate we’d like to nurture here.

Undergraduate Initiatives

The President’s Commission on Undergraduate Education and Life – PCUEL – delivered its report last year, calling on the campus to reinvigorate undergraduate programs to make them more attractive and more effective. The Faculty of the College of Arts and Sciences also reviewed the general education portion of the undergraduate curriculum and developed a new approach known as SAGES, for “Seminar Approach to General Education and Scholarship.” SAGES is being piloted with 150 freshmen this fall – in fact, I’m co-teaching one of the seminars, and I can tell you it is a highlight of my week.

An admissions yield project, basically an effort to increase the number of admitted applicants who actually enroll as freshmen, helped to deliver an incoming class that includes a near-record 836 students. The yield project was a factor, though it does not overcome the continuing concern about a relatively low number of applicants. Last month US News & World Report published its annual rankings of undergraduate programs throughout the country. Case Western Reserve University moved up one position, to 37th, among 249 national universities. That’s movement in the right direction, and CWRU is the only Ohio university among the top 50 institutions. Despite the fact that the US News rankings are widely disparaged as inaccurate and simplistic, it remains problematic that among our peer institutions we lose position because of two key factors: relatively low retention and graduation rates for our students, and the high percentage of undergraduate applicants that we accept.

Research and Graduate Studies

Last year saw the appointment of a Commission to review Research and Graduate Studies programs, chaired by Professor Lawrence Krauss of the Department of Physics. These two streams of activity are closely intertwined, of course, and they represent a very large body of activity within the University.

We also reviewed and strengthened our policies regarding postdoctoral researchers, a group that is crucial to our research program but which previously had no distinct status on the campus.

Administrative Improvements

We now have a budgeting system that more effectively links our program priorities with the allocation of operating and capital resources, a change that is already reflected in more sharply focused activities and better operating results.

We’re well along in an Enterprise Resource Planning project, which will give the University much greater capacity to collect, share, and use information we produce on a regular basis, and the installation of a new, even-higher-speed campus network to serve students, faculty, staff, and our affiliated institutions. There is more information on this project later in this report.

Technology Transfer

Over the past year we’ve launched a technology management program that is already taking its place among the leading programs in the country. Beginning with a renewed vision and strategy for success, the office has recruited new and additional staff, and has set ambitious targets for activity. Virtually every indicator of activity is up over the prior year including revenue from commercialization, which is up by 50 percent.

Recruiting Leadership

Even while the presidential
search was under way, the University was able to fill a number of key leadership positions: Mohsen Anvari, Dean of the Weatherhead School of Management
Mark Cotichia, Vice President for Research and Technology Management
Lev Gonick, Vice President for Information Services/CIO
Lenore Kola, Dean of Graduate Studies
Sam Savin, Dean of the College of Arts and Sciences
Bob Savinell, Dean of the Case School of Engineering
And more recently we’ve filled three additional positions: Cleve Gilmore, Dean of the Mandel School of Applied Social Sciences
Dorothy Miller, Director of the Women’s Center
Susan Shurin, Vice President of the Corporation
Derek Bellin, who started this week as Vice President for Development and Alumni Affairs

Hospital Affiliations
Progress in developing and strengthening relationships with area hospitals has been a high priority. Three important advances during the past year should be noted, presented here in chronological order as they occurred:

MetroHealth Medical Center: A new affiliation was signed in August 2001, ensuring our continued academic collaboration with one of the great public health systems in America.

University Hospitals Health System: The University and UHHS signed a new affiliation agreement early this year that extends through March 2003. This short-term agreement has been successful in its intended outcome of stabilizing our relationship so that we can come to agreement on a close, long-term partnership during the current academic year. These discussions are going very well, and I have great optimism that we will achieve a stronger and closer relationship with UHHS than ever before, focusing on our shared missions in education, research, and service.

Cleveland Clinic Foundation: In May 2002, the University and CCF announced creation of the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University, a special program within the School of Medicine. The first entering class is scheduled to arrive in fall 2004, and work on this program has become a focus of great creativity and energy both at CCF and the medical school.

Campus Development
Beginning with the completion of the new campus master plan in May 2001, there has been considerable activity on a large number of projects to improve the campus. More information is available on each of these projects later in this report, but let me profile them briefly here:

“New CWRU:” This is an umbrella project that provides coordination for efforts to achieve the goal of an outstanding campus and related facilities that foster an environment for learning and living, personal growth, and enduring collegial relationships. Specific project areas include food service, “College Town,” housing, late-night options, “Main Street,” security, and the Student Center. Work is moving along rapidly to complete planning for the North Campus Residential Village.

“Heart of the Campus:” This is, of course, the area immediately around the Kelvin Smith Library and the Student Center. We see this area becoming a busy and more attractive magnet for students, faculty, staff, and visitors in the future.

“West Quad:” This is the name we’re using to refer to the former site of Mt. Sinai Medical Center, which the University purchased in 2001. For the past few months we’ve been in discussion with community groups and with other organizations about opportunities to collaborate on a set of developments on the site that could range from a multi-disciplinary health center involving our schools of medicine, dentistry, nursing, law, and social work, to the new home of the Cleveland Center for Structural Biology.

Peter B. Lewis Building: This magnificent new home for the Weatherhead School of Management, which was planned long before the new master plan was completed, will be dedicated on October 9. It is widely acclaimed as the most innovative facility for business education in the nation, and as perhaps the boldest new building in the history of this region. I believe it will have a dramatic impact, not only on the Weatherhead School but on the entire University.

Fund Raising
Last year did not see another increase in private giving to the University comparable to the previous year’s record levels, but the goal for fund-raising was attained. Total private support in cash and gifts in kind for 2002 exceeded $100 million, down from the prior year’s total of $181 million, which included an unusually high total of gifts in kind. The year’s total of gifts and new pledges – an indicator of likely giving in future years – exceeded $106 million, down from about $200 million the prior year. An unusually high level of gifts in kind for 2001 accounted for most of the difference between the two years.

Condition of the University at Beginning of 2002-03
The momentum of last year’s activities in so many areas has provided a valuable boost to the start of this new administration. Given the economic condition of the country and the continuing instability in international affairs, this will be an important factor in our ability to generate and sustain progress.

In launching this administration, we have tried to focus on building an open relationship with our faculty, staff, and students, one that allows us to be candid about the challenges we face, while at the same time encouraging us all to set our standards at a very high level. In that spirit, let me review a few of the issues I believe we must face.

Quality
As noted above, the annual rankings of undergraduate programs in the nation’s colleges and universities were issued in September, and CWRU moved up a position. National
rankings of graduate and professional programs usually appear in the spring. There we have a few bright spots, notably the nursing, social work, and medical schools, but overall our Ph.D. programs do not appear among the leaders. That is a major issue for us.

On the research side, the University continues to be a major player among the nation’s leading universities, though it seems unlikely that we gained any ground last year – a year in which our research awards declined somewhat from the prior year. There are concerns here that include a reduction in the number of proposals submitted to granting agencies, as well the infrastructure we provide for research activities.

As an institution we are judged as much by our weakest programs as by our strongest, and we must address these issues if we are to become a leader among the world’s great centers of learning. We need to focus on the difference between good – even very good – programs and those that are truly outstanding, and channel our energy and resources into achieving the latter. More positive rankings will follow if we maintain our focus.

Enrollment
I have mentioned our high acceptance rate at the undergraduate level – the rate for this fall was 79 percent – as a problem for us in evaluations such as the one by US News & World Report. I would add that the number of undergraduate applicants – about 4,600 for fall 2002 – also continues to run at a level that is half or a quarter of the totals found at our sister institutions. These issues are even a factor used by the agencies that set our bond ratings, which determine our debt capacity for financing new capital projects.

Among our professional schools and our graduate programs, acceptance rates vary widely – from less than 10 percent to more than 80 percent. In addition, the number of domestic students in some graduate programs continues to be low. In science and engineering graduate programs, for example, about 91 percent of the applications for admission in fall 2001 came from international students, and international students accounted for about 59 percent of the entering graduate students in these fields. The quality of the international students we enroll is very high, though the nation and the region will not be able to retain a high percentage of these graduates.

In addition to these admissions ratios, we have a concern that some of our programs depend excessively on financial aid to recruit students. This practice takes away resources from our academic programs and makes it harder for us to invest in new initiatives.

At the graduate level we have a somewhat different concern: our stipends for students in many of our Ph.D. programs may not be sufficiently competitive with those offered at a number of other leading research universities. This makes it more difficult to recruit the best students, which ultimately also affects our research programs, since graduate students are key members of most research teams.

Faculty Numbers
More than a decade ago, federal law made changes that effectively eliminated mandatory retirement age policies for employees. Universities were initially exempted with regard to tenured faculty, but that exemption has expired and now there is no age at which a tenured faculty member must retire from active service.

Let me note that among faculty members working past what we used to consider “normal” retirement age are some who continue to make extraordinary contributions to our education and research programs. This includes some faculty who have officially retired with emeritus rank, but remain active participants in the faculty with little or no University compensation. In addition, the University has for many years offered a half-time option to senior faculty, allowing them to continue in their positions at half-salary with full benefits.

But we face a challenge in the years immediately ahead in our ability to recruit a sufficient number of new junior faculty to populate programs where senior faculty have not chosen to retire or to use the half-time option. We may need to develop an incentive system to encourage these senior faculty to consider retirement, though this will need to be viewed as a long-term investment.

At the same time that we have fewer opportunities than we would like to recruit new faculty, we are trying to increase the number of women and minority faculty in disciplines where they are underrepresented. This objective becomes even more difficult to achieve unless we are able to open some positions. Increasing the diversity of our faculty is crucial to the future of our University.

Financial Issues
As noted above, there was progress during the past year in converting from a traditional budgeting system to one that more closely matches revenue and cost allocations with our priorities. That improvement in process is an important change, and will be particularly helpful in addressing interdisciplinary opportunities. But it cannot offset certain other financial challenges that we face. Among these are levels of endowment and private giving, the competitive level of faculty salaries, and the need for unencumbered funds to finance new initiatives.

Student Life
Our regular surveys of students indicate that campus life at this University needs continued strengthening, especially for our undergraduates. The comments center around some familiar themes: not enough night life, too few opportunities for students to gather in large groups, inadequate facilities for student activities, and a campus climate that strikes some as too focused on academic assignments.

Over the past year the “New CWRU” effort mentioned above has worked hard to document both the problems and the corollary opportunities. The program is working on a range of projects – from an improved student center to more late night activities, from more food at all hours to better
space for student activities. The program is moving in the right direction, but it has a long path to cover.

**Excellent Fundamentals**

As daunting as those challenges are, it’s a pleasure to say that the University brings strong fundamental qualities to the task of planning its future. Among these are:

- Wonderful students, faculty, and staff
- Notable academic programs in many areas
- Good administrative leadership
- Loyal alumni
- Dedicated trustees
- An excellent location in University Circle

**Developing a Vision**

The University also has going for it a willingness to raise its performance to an entirely new and higher level, one that will truly distinguish it from other institutions. Earlier this fall I offered suggestions for six elements of a University vision. We’re discussing these suggestions across the campus and with off-campus groups as well, and I expect to present the finished product – our vision, not my vision – in January. Let me offer a brief summary of these themes, which are already undergoing change with input from many people:

**First, becoming the world’s most powerful learning environment.** I believe we can challenge ourselves to create a strong culture of mentoring so that not just students but also faculty, staff, alumni, trustees, and even visitors to campus become passionate about moving beyond themselves to advance knowledge and improve humanity. I link this part of the discussion to the wonderful traditions we celebrate here in creating synergy among our research, education, and service missions.

**Second, transforming all learners (including our students).** This is about an educational philosophy centering on transformation of learners, of teachers, of knowledge itself, and ultimately of society. I would personally link this part of the discussion to the possibilities for a uniquely transforming environment not limited to the University’s own classrooms, laboratories, and libraries, but one which includes partnerships with many other great cultural institutions, hospitals, businesses, and other agencies concentrated in University Circle and Greater Cleveland.

**Third, creating the most productive partnerships.** Universities have not traditionally enjoyed great reputations as partners. How might we distinguish ourselves in this regard and achieve things that other universities can’t – but we could – if we were the best university at forming productive partnerships with other great institutions? I note particularly the great institutions nearby which form some of our already realized ingredients for success, but perhaps there are even more unrealized opportunities that we ought vigorously to pursue.

**Fourth, acting in ways consistent with our core academic values.** We need to articulate clearly the values we hold most dear, and then practice these values across every level of the University. If we espouse values of quality and excellence, then we have to seek world-class students, faculty, and staff, and promote and reward those who excel. If we value leadership and innovation, then we have to recruit faculty who are leaders in exploring new frontiers of knowledge, and selectively allocate resources into those programs in which we can establish global leadership. If we say we value diversity, and we do, then we have to seek to recruit faculty, students, and staff with perspectives shaped by a wide variety of cultural and intellectual experiences, and we have to provide a broad range of programs and opportunities in an atmosphere of tolerance and sensitivity.

**Fifth, maximizing efficiencies for optimum productivity.** How might we strive to be the most effectively and efficiently run research university in the world? I believe that if we could use leading edge technologies in an effort to annihilate all unnecessary bureaucracy, our faculty, students and staff could maintain a focus on what they do best, and our scholarly productivity would set a new standard in higher education. If we could offer the world’s best academics a unique opportunity for unimpeded scholarship – even when that scholarship crosses departmental, school, or institutional boundaries, the very intersections where so much current scholarship is found – we could successfully compete for the best talent against any university in the world.

**Finally, leading in liberal learning among research universities.** It is a national tragedy that college applicants feel compelled to choose between a great liberal education and pursuit of a degree from a great research university. What better place to get a liberal education than from research faculty who personify the combination of curiosity and disciplined thinking that form the two cornerstones of a liberal education! So, the last category asks whether CWRU might aspire to lead the nation as the research university where the challenges of creating new knowledge support the values of a liberal education, where rigorous theory and practical experiences come together.

The way to achieve the future we want involves decisive action based on clear priorities that are widely shared on the campus and among our constituencies. We have to focus on those outstanding programs we already have, develop more such outstanding programs, and do a better job of marketing widely all of these activities and the exciting vision that is already taking shape in discussions throughout this fall term and across the campus.

I thank all members of the University community – students, faculty, staff, alumni, trustees, advisors, friends, donors, and neighbors – for your support and your help. We need your continued participation to help shape the vision and to make the vision become reality over the months and years ahead.

*Edward M. Hundert*  
President of the University  
October 2002
A Year of Momentum

The 2001-02 fiscal year began with an interim president at the helm. James W. Wagner had accepted the position knowing that it was essential to move forward on important initiatives already underway at Case Western Reserve. His years of experience as Dean of the Case School of Engineering, Provost, and University Vice President qualified him to advance CWRU’s ambitious agenda on many fronts.

Progress thus became the defining characteristic of his term in office. He quickly asked CWRU’s academic and administrative leaders to identify tasks that could be addressed effectively while the University proceeded with its search for a new president. The team’s response would enable Case Western Reserve to enhance CWRU’s global reputation as a destination university for top faculty and students at all levels.

This aggressive approach facilitated significant achievements during fiscal 2002. For example, a springtime “yield” initiative directed at undecided undergraduate prospects helped raise the number of enrolled freshman by more than 100 over the prior year. Searches for deans, vice presidents, and other key positions concluded smoothly and successfully. Most notable, of course, was the January appointment of Dr. Edward M. Hundert as the sixth president of Case Western Reserve University.

Much of the Wagner presidency focused on complex issues requiring development and maturation over time. Partnerships inside and outside of University Circle received special attention. So did a new Campus Master Plan, approved during 2000-2001.

Anticipation, therefore, became a persistent theme during the year. By June, the Peter B. Lewis Building was completed and ready for occupancy by the Weatherhead School of Management. Although Dr. Hundert would not assume his presidency until August, he frequently visited campus, commuting from Rochester University, where he was completing his tenure as Dean of the School of Medicine and Dentistry. His inauguration in January promises to highlight the 2002-03 academic year.

Master Plan Progress

The University’s Master Plan for campus development evolved and expanded during 2001-2002. Several areas are noteworthy.

North Residential Village

One of the most immediate Master Plan goals has been to consolidate undergraduates on one side of campus. Plans for building new residence halls are closely linked with a vision of developing an enhanced living and learning environment for undergraduates. The evolving concept creates several cohesive communities of students who live and learn together—all within the greater CWRU community.

As the program was being formulated, the University retained Goody Clancy & Associates as architects for the first phase of the new residential village. Plans progressed from the original Master Plan, strengthening the sense of community by linking the new residence halls with existing University-owned apartment buildings.

The first set of residence halls will house up to 490 upperclass students in an apartment-style configuration. Students will move into these new residences in fall 2005. Additional residences will be added in phases, replacing existing halls.

West Quad Planning and Development

The West Quad is the former Mt. Sinai Hospital property, purchased by CWRU after the hospital ceased operations in 2000. Following acquisition of the facility, a thorough evaluation
and condition assessment was conducted. The study determined that the square footage of the former hospital greatly exceeded the University’s anticipated space needs. In addition, the cost to renovate much of the property would be prohibitive.

Therefore, to maximize the potential of the West Quad, CWRU plans to demolish a number of buildings. Four will remain, among them the original structure on East 105 Street, a nurse’s residence, and a parking deck.

After the initial phase of renovation, the West Quad will be the home of a number of administrative departments. Plans for use of the remaining campus are progressing, and may include an integrated health center as well as entrepreneurial, research, and information technology programs.

**The New CWRU**

The term New CWRU describes a coordinated series of initiatives by faculty, students, and administrators designed to transform the campus into one of the most powerful learning environments in the world. It incorporates seven specific areas:

- Student Center
- Housing
- Food Service
- Security
- Late-Night Options
- Main Street
- College Town

Working groups in each of these areas collaborated during the year to refine various aspects of the Master Plan. For instance, the Master Plan calls for an expanded student center. But what services should it offer? How late should it stay open? What can be learned from the success stories of the best student unions in the country?

The New CWRU is more than an interface between the brick-and-mortar initiatives of the Master Plan and the various proposals from consultants, individuals, and working groups. It has also become an effective medium for getting things done.

When students expressed the need for a convenient place to take late-night study breaks, the University responded. The result: a new, traditionally styled diner, which will soon anchor CWRU’s “Main Street.” Main Street is not a road, but a concept suggested by student-life consultants Biddison Hier to define and strengthen the route students walk between the north residences and classroom buildings. Much of it extends down Bellflower Court—the walkway best known for That Place on Bellflower.

The diner, aglow in traditional neon-on-steel splendor, will have place of pride at the Juniper end of Bellflower Court. It will be joined by a student-oriented convenience store in the carriage house that formerly housed Early Music America.

Some of the New CWRU working teams will serve for longer terms than others. The College Town group, in particular, will have an extended life as it explores ways to transform the Ford/Euclid/Mayfield intersection into a dynamic destination for local residents, students, and University Circle visitors.

**Other Master Plan Developments**

- Three Carlton Road residences—Kusch, Michelson, and Glaser—will be the first south-side halls to be vacated as new residences are built. These buildings will be demolished.
- Baker Hall is also slated for demolition, once the first phase of West Quad renovation is complete. Many of the administrative departments in Baker will move to spaces in Enterprise Hall and Sears Library as the Weatherhead School moves to the Peter B. Lewis Building.

**Technology**

During 2001-2002, Case Western Reserve reasserted its national leadership in the decisive deployment of technology. CWRU first began installing a fiber-optic network in 1991, a
time when many still regarded the Internet as an esoteric concept. Dubbed CWRUnet, this pioneering computer network replaced the older Free-Net, a dial-up, text-only e-mail and bulletin board system.

Now the University’s computing infrastructure is setting another new standard. An enhanced network, initiated in 2001, will deliver a gigabit-per-second Internet connection to each wired student room, faculty and administrative office, classroom, library carrel, and laboratory on campus.

This upgrade is already complete in residence halls and throughout the new Peter B. Lewis Building. In addition, installation of hundreds of access points is creating an umbrella of wireless capability to serve the growing numbers of faculty and students who like “no-strings-attached” network access.

Keeping pace with the network upgrade have been a dozen related initiatives addressing core servers and storage, a technical architecture overhaul, calendaring system, e-mail improvements, and productive relationships with the foremost vendors in the industry.

Proud as CWRU may be of building a network that is again acknowledged to be the best in the world, technology is not the goal. The point is communication and capability—the use of technology to advance knowledge and serve society.

One example: In the dental school, implementation of virtual dentistry techniques is revolutionizing the curriculum. Students practice drilling and other procedures on state-of-the-art simulation modules. (The units even say “ouch.”) These simulators are linked to instructors’ modules via the computer network. Networked simulators mean an instructor can efficiently monitor and assess the work of many students. As a result, these students master techniques quickly and spend more time in clinics working with real patients. The hardware is only a means to an end.

The computer network has changed almost every aspect of daily life on campus. Course registration, posting of class assignments, and library research are all being done on-line.

But despite the University’s impressive communications capability available, much of the interaction on campus remains reassuringly low-tech and familiar. Chalk-on-sidewalk is a favored medium for student groups to announce events.

High Achievers

Many of the University’s outstanding students and faculty were selected for honors during the year. Among them:

**Carl F. Wittke Award for Distinguished Undergraduate Teaching**
Ronald L. Cechner, Anesthesiology, Pathology, Biomedical Engineering
John M. Orlock, Theater Arts

**John S. Diekhoff Award for Excellence in Graduate Teaching**
Eva Kahana, Sociology
Caltherine L. Albers, Theater Arts

**Honorary Degree Recipients**
Maya Angelou, Poet
Arden L. Bement, Jr., Director, National Institute of Standards and Technology
Claire M. Fagin, Leadership Professor and Dean Emeritus, University of Pennsylvania School of Nursing
Viktor Schreckengost, Industrial Design-Sculptor-Ceramist

More discussions are held over coffee than over e-mail. And no volume of data transfer will replace the immediate response of face-to-face interaction between student and professor.

State-of-the-art DentSim units in our School of Dentistry are just one example of deploying technology to enhance education.
Michael L. Walker, Executive Director, Partnership for a Safer Cleveland

**Fulbright Scholars, 2001-2002**
Jennifer Neville, Biology and Spanish
Doug Gruener, Accounting
Aaron Twaddell, International Studies and Asian Studies
George Erin Teachman, alternate, German major

**Fulbright Senior Scholar**
Hiram E. Chodosh, Professor of Law and Director of the Frederick K. Cox International Law Center

**NSF Graduate Research Fellowships, 2001-2002**
Felicia Costello, Materials Science and Engineering
Christine Draper, Biomedical Engineering
Jessica Loparo, Electrical Engineering
Erin McMullen, Psychology
Sylaja Murikipudi, Biomedical Engineering
Nathan Pletcher, Electrical Engineering
Meghan Swanson, Chemical Engineering
Catherine Tuglus, Chemical Engineering

**NSF Graduate Research Fellow—Honorable Mention**
Andrew Cross, Electrical Engineering
Jacob Spendelow, Chemical Engineering
Eric Deeds, Biochemistry
Neal Snider, Physics

**Glennan Fellows, 2001-2002**
E. Jerome Benveniste, Mathematics
Irene Lee, Chemistry
Chris Winkelh, Nursing
Peter Yang, Modern Languages
G.Q. Zhang, Electrical Engineering and Computer Science
Vision and Strategy for Development

The Office of University Development and Alumni Affairs continues to work toward making Case Western Reserve University one of the top-ranked private universities in the United States.

The office provides leadership to and coordination of all University-wide fund-raising activities to secure financial support from private sources (individual donors—including alumni—foundations, and corporations). It plans and executes productive, effective, cost-efficient strategies to accomplish ambitious annual fund-raising goals and multi-year special campaign goals. It aggressively pursues funding opportunities and leadership-level prospects that support centrally important presidential priorities and that maximize the fund-raising activities of the University’s colleges and schools.

Many of the fund-raising achievements and program initiatives of the Office of Development and Alumni Affairs during fiscal year 2001-2002 provided new resources to advance the University’s vision. Among the most notable were:

Preeminence in research and scholarship
- Leadership gift from the Sherman Fairchild Foundation to establish the Agnar Pytte Professorship in Physics
- $730,000 from the John Huntington Fund for Education for the 2002-2003 Huntington Scholarships
- $575,000 from the Cleveland Foundation for core support of the Center on Urban Poverty and Social Change

Distinction and effectiveness in education
- $2 million from the Timken Foundation for TIIME Program Scholarships
- $500,000 from the William Randolph Hearst Foundation for the William Randolph Hearst Endowment for Geriatric Nurse Practitioners

Value to society
- $1 million from Ameritech for the Center for Regional Economic Issues
- $500,000 from the Robert Wood Johnson Foundation for the 2002 Local Initiative Funding Partners Program: Healthy Smiles-Bright Futures

Other strategic gifts and grants were secured last year to support the University’s over-riding theme of excellence, innovation, and diversity in the four foundational areas:

Learning
- $8 million from an anonymous donor for the new student center
- $1.2 million from the Howard Hughes Medical Institute for the undergraduate science program

Community
- $237,000 from the Cleveland Foundation for community-based field projects

Leadership
- $255,000 from the GET Fund for the GLEAMS Program (Global Leadership and Excellence in Academics, Math, and Science)

Partnership
- $309,000 from the St. Luke’s Foundation for the sealant program for students in the Cleveland Municipal School District

Special Programs for Alumni and Friends

New programs have reached out to alumni and the community, including:
- The monthly electronic newsletter, Alumnus, was launched and mailed to over 25,000 alumni to keep them informed of key office and CWRU happenings.
- Alumni Weekend saw its largest attendance in years, with over 900 alumni participating in events.
- Alumni Affairs took over the LINK Program (formerly with the Council on World Affairs) and paired Cleveland-area alumni with CWRU international students.
- 175th anniversary celebration to commemorate the founding of Western Reserve University was held in December 2001. The Cleveland Orchestra performed a special concert in Reinberger Chamber Hall.
- “Thursdays in the Park” free summer concert series was launched to invite the community onto the CWRU campus.
- CWRU Legacies was formed for undergraduate students who have a relative who attends or has attended CWRU.
Additional Highlights of the Year

July
- A new M.D./Ph.D. program in biomedical engineering is launched to produce graduates who use engineering to address medical problems. The Physician-Engineer Training Program in biomedical engineering builds on the strengths of our medical and engineering schools, and especially our top-ranked biomedical engineering department.
- Recognition for individual faculty: Department of Neurosciences Chair Lynn Landmesser is elected to the National Academy of Sciences; Simon Ostrach, the Wilbur J. Austin Distinguished Professor of Engineering, is elected a fellow of the American Academy of Arts and Sciences; Cynthia Beall, the Sarah Idell Pyle Professor of Anthropology, is elected to the American Philosophical Society; and Lawrence Krauss, the Ambrose Swasey Professor of Physics and department chair is presented with the Andrew W. Gemant Award from the American Institute of Physics.

August
- Two CWRU research programs are recognized by the Ohio Board of Regents as sites for new Ohio Eminent Scholars. The Case School of Engineering receives support for high-energy density fuel cell research, while the College of Arts and Sciences’ condensed matter physics research group also is designated as an Eminent Scholar site.

September
- The Consortium for Intelligent Organizations is launched, an executive education program to help companies design and manage information technology. It’s a joint initiative of the Weatherhead School of Management’s information systems and executive education departments.
- The Center for Adolescent Health at the School of Medicine announces formation of the country’s first adolescent health concentration in a Master of Public Health (M.P.H.) degree program, as well as a new certificate program in adolescent health.

October
- The award-winning Agnar Pytte Center for Science Education and Research is dedicated, named after the former CWRU president. Pytte and his wife Anah return to campus to participate in the event. The dedication culminates a four-phase, $33-million project, encompassing the creation of state-of-the-art classrooms, research laboratories, and faculty offices for biology and chemistry. In addition, the Agnar Pytte Professorship in Physics is established by the Sherman Fairchild Foundation.

November
- Thirty of the world’s top seismology experts convene here for a three-day workshop on earthquakes. The conference is hosted by CWRU’s Department of Civil Engineering, which is home to some of the world’s most advanced earthquake-research instrumentation. The gathering is supported by a grant from the National Science Foundation.
- The School of Law’s Milton A. Kramer Law Clinic Center branches into a new area, helping nonprofit institutions with their legal needs. Since 1976, students have provided free legal services in cases ranging from landlord-tenant disputes to automobile accidents. The new offering, called the Community Development Clinic, is designed to expose students to the type of issues they may face when representing business and corporate clients.

December
- The Center for Biomedical Ethics at the School of Medicine begins offering a master of arts program in bioethics designed specifically for medical students. The school has one of the premier bioethics programs in the United States.
- Beth McGee, associate professor of theater arts, is named the first affirmative action officer for faculty. This half-time position reports to the president and is based in the Office of Equal Opportunity and Diversity.

January
- Edward M. Hundert, 45, a scholar, educator, psychiatrist, medical ethicist, and nationally known leader in developing innovative and effective learning experiences, is unanimously recommended by the 28-member search committee to become the next president of CWRU. His appointment follows a nine-month, nationwide search. At the time of his appointment, Dr. Hundert is dean of the University of Rochester (N.Y.) School of Medicine and Dentistry.
- The Frances Payne Bolton School of Nursing receives more than $7 million in grants that will help to improve health care and nurse training for a variety of patient groups. The grants came from the National Institute of Nursing Research (NINR), the Health and Resources Administration of the U.S. Department of
Health and Human Services, and the Hartford Foundation.

**February**
- Ohio Governor Bob Taft proposes state investments totaling $1.6 billion to fund the “Third Frontier Project,” a plan to energize the state’s economy by enhancing technology research and commercialization initiatives developed out of the state’s colleges and universities, including CWRU. Taft outlines his plan during a tour of BioEnterprise Corp. CWRU, along with the Cleveland Clinic Foundation and University Hospitals of Cleveland, are founding members and partners in BioEnterprise Corp.
- The Mandel School of Applied Social Sciences receives reaccreditation from the Council on Social Work Education, the accrediting body for schools of social work. MSASS is reaccredited for the maximum term of eight years. In its notification letter the council’s Commission on Accreditation “commends the efforts of the faculty and others associated with the program in achieving reaffirmation and affirms the many strengths of the program.”

**March**
- Anne Han, 22, is named to the first team of the USA Today All-USA College Academic Team. Han, a senior, is one 20 college students recognized for their outstanding achievements. Upon entering CWRU in the fall of 1998, she is awarded an Adelbert/Squire full-tuition scholarship in recognition of her promising academic career and is selected for pre-admission to CWRU’s School of Medicine as a Pre-Professional Scholar.
- The Frances Payne Bolton School of Nursing showcases its new advanced learning environment by redeveloping its Learning Resource Center (LRC). One of the highlights of the LRC’s Multimedia Simulation Center is Sim-Man, a $50,000 digitally-enhanced mannequin that breathes, has a pulse, blood pressure and heart rhythm. Students are told of Sim-Man’s “symptoms” and must perform the appropriate assessments and treatments.

**April**
- Researchers in the School of Dentistry release a groundbreaking study linking injudicious usage of baby bottles to not only increased tooth decay but also a greater incidence of ear infections. The study finds a higher incidence of ear infection among toddlers who have a history of sleeping with bottles filled with milk, juice, or sweetened drinks.
- The Office of Student Community Service combines community service with mass transit in its new Gettin’ on the Six program. A number of volunteer opportunities are on the No. 6 bus route, which runs along Euclid Avenue from Public Square to East 276th Street. Gettin’ on the Six is particularly easy for undergraduates, who receive an RTA pass, good for unlimited riding around Greater Cleveland.

**May**
- Interim President James Wagner becomes the first faculty or staff member to win a Student Leadership Award. In the annual awards program sponsored by Student Affairs, undergraduate students — usually — are nominated for leadership honors by faculty, staff, and other students. Wagner is nominated for and receives the Quality of Life Award.
- The Forest City Dental Society, a professional organization of African-American dentists, establishes the Jefferson Jones Scholarship Fund. The scholarship honors Dr. Jones, chair of the department of endodontics at the dental school, who is cited for being not only a major force in recruiting minority dental faculty and but also finding scholarship aid for minority students.

**June**
- Biomedical engineers and physicians at CWRU and University Hospitals of Cleveland (UHC) report development of an innovative “magic bullet” drug delivery device, a biodegradable polymer rod smaller than the tip of a lead pencil, to help treat liver cancer. The rod will be inserted into a tumor in the liver and provide an initial burst of drug therapy followed by sustained release. Jinming Gao, lead researcher and assistant professor in the Department of Biomedical Engineering, develops the device with the help of a $1.2 million grant from the National Cancer Institute. He collaborates closely with John Haaga, chair of radiology at UHC.
Fiscal year 2001-2002 was significant for the present and future physical development of the campus. Work was completed on one important new facility, work began on a major facility expansion, and planning continued on two others. In early summer, the Weatherhead School of Management moved into its historic new quarters, the Peter B. Lewis Building. The new building provides a distinctive and creative learning environment for management disciplines. The Harland Wood addition to the medical school facility began this year. This $21 million project will be completed in the coming fiscal year and will add more research space for the basic sciences faculty in the medical school.

This past year presented extraordinary challenges and opportunities for the operations of the University. Effective leadership under Interim President James W. Wagner, later strengthened by the appointment of new President Edward M. Hundert, steered the University to stronger institutional achievements. Among the highlights of this year’s operations were positive net operating results, solid investment returns on endowments, significant facility improvements, affiliation agreements with area hospitals, progress on student life planning, and cost savings and service improvement initiatives.

The national tragedy of September 11, 2001, dampened this and other institutions’ prospects for charitable giving. Also, worldwide economic conditions reduced our interest income earned on fund balances that support operations. Despite these two elements, operations showed a surplus of $6.7 million, continuing the University’s thirty-year record of operating surpluses. Total operating revenues were $516 million, an increase of $16 million or 3.3% over the prior year. Support for research and training, including recovery of indirect costs, again constituted the largest source of income, 51% of the total. The University’s School of Medicine continues to be ranked among the top twenty in the nation in research awards from the National Institutes of Health. Overall University spending for research and training totaled $188 million. In addition, a stronger-than-expected enrollment in undergraduate and several professional programs resulted in an increase in tuition revenues, net of student aid, of $4 million, from $101 million in fiscal year 2001 to $105 million in 2002. The compounded rate of growth in revenues for the past five years was 3.8%, outpacing the average inflation rate of 2.3% for the same period.

CWRU continues to emphasize opportunities for cost savings in its administrative processes through investments in technology, teamwork, and efficiencies of operations. Total operating expenses were $509 million, an increase of $38 million or 8.0% over the prior year. Additional investments in technology, rising costs of health care, and additional payments to affiliated entities grew the operating expenses at a faster pace than the growth in operating revenues. The change in the market value of investments was largely responsible for the decline in non-operating revenues, which showed a net loss of $127 million. The reduction in the combined value of the pooled endowment assets and trust funds resulted in a decrease in the University’s net assets (the excess of assets over liabilities) of 5.5%, from $1.97 billion to $1.86 billion.

Due to the national investment climate, endowment funds at most universities will post negative returns, and CWRU is no exception. For fiscal 2001-02, CWRU’s pooled endowment return of -2.19% was about 6.48% better than the benchmark portfolio, which should place the University in the top quartile of university endowments. This is attributed to CWRU’s asset allocation policy and strong performances in real estate, international equities, and hedge funds. The market value of endowments, including funds held in trust by others, now stands at $1.35 billion.

Case Western Reserve University signed a 14-month affiliation agreement with University Hospitals of Cleveland earlier this year. Efforts are underway to establish a long-term agreement, which will form the foundation for more extensive collaboration in research, teaching, and patient care. Also, a landmark agreement was signed with the Cleveland Clinic Lerner College of Medicine within the CWRU School of Medicine. This agreement will bring together two leading health care and research institutions to train the next generation of clinical researchers.

Report on Operations Fiscal 2002 Highlights
The University instituted a campus-wide student life facilities-planning process called the “New CWRU.” The process involves 115 faculty, staff, and students in project teams working together to plan for student-centered places and amenities to enhance the living and learning environment for our students. Our trustees approved the first phase of a multi-year project to move all undergraduates to the North Residential Village. The University is planning a 450-bed, apartment-style complex, complemented by the construction of a new parking garage. The “New CWRU” team is also working on the program for a new student center and enhanced retail facilities.

In addition to the projects for the main campus, planning for the recently acquired West Quad, the former Mount Sinai Medical Center, continued with significant intensity. A year-long planning process, conducted through focus groups and information-gathering discussions with campus and community leaders, culminated in a master plan for the new West Quad. Phase I of the plan, which calls for the demolition of two-thirds of the facility and renovation of the remaining buildings, was approved by the Board of Trustees. The University is in the process of selling the University West Building to Bioenterprise, Inc., a nonprofit partnership of Case Western Reserve University, the Cleveland Clinic Foundation, and University Hospitals of Cleveland. This partnership was created to spur economic development through the creation of new biotechnology start-up companies.

To support new construction activities, CWRU completed a $100 million tax-exempt debt financing. The borrowing will finance Phase I of the residential village, the north campus parking garage, and the Harland Wood project, and will support ongoing major maintenance projects. The debt was issued using a combination of fixed and variable rate financing with an overall effective rate of 3.15%. The University maintained its AA+/Aa2 bond ratings from Standard and Poor's and Moody's, and received stable outlooks from both agencies.

CWRU's financial strength and flexibility are enhanced by our commitment to reduce costs and improve services. Several new initiatives were put in place last year. The method for allocating central costs to the academic management centers and auxiliaries was reformed, and significant shifts were made in the allocation of endowment investments to alternative investments, which resulted in the endowment return discussed above. Health benefits were examined and streamlined, resulting in a moderation of the increase in fringe benefits costs. Finally, in partnership with several leading providers of hardware and software, the University began an Integrated Technology Partnership (ITP) project to deliver cutting-edge network solutions to its students, faculty, staff, and affiliates. The ITP project began with the installation of a Gigabit Ethernet local area network and wireless technology for the Peter B. Lewis Building last spring. The project is continuing with the installation of a Gigabit Ethernet network for the residence halls in the summer and the rest of the campus over the next year. Total cost of the project is $35.1 million, including hardware, installation, and maintenance. Also, an ERP (Enterprise Resource Planning) implementation team began vigorous work on identifying a vendor that will
meet our ambitious plans to implement an integrated application support environment at CWRU.

Despite the overall economic downturn and the transition in its leadership, the University made significant achievements in 2002, building on its strength as a prominent research and teaching institution. As we look ahead, the University outlook is one of transformation into an even more vibrant and progressive institution. There is every reason to believe that the University’s reputation as a center of academic excellence and research will continue to grow..

Rhonda I. Gross
Executive Vice President and Chief Operating Officer
**CASE WESTERN RESERVE UNIVERSITY**

**Consolidated Balance Sheet**

*June 30, 2002*  
*(with summarized financial information as of June 30, 2001)*  
*(in thousands)*

<table>
<thead>
<tr>
<th>Assets</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and temporary investments</td>
<td>$161,020</td>
<td>$164,866</td>
</tr>
<tr>
<td>Accounts and loans receivable, net</td>
<td>98,587</td>
<td>110,514</td>
</tr>
<tr>
<td>Securities pledged under lending agreements</td>
<td>111,967</td>
<td>128,179</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>79,714</td>
<td>82,692</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>9,409</td>
<td>3,918</td>
</tr>
<tr>
<td>Investments</td>
<td>1,233,718</td>
<td>1,198,260</td>
</tr>
<tr>
<td>Property, plant, equipment and books, net</td>
<td>480,471</td>
<td>437,092</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>269,939</td>
<td>310,830</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$2,444,835</strong></td>
<td><strong>$2,456,331</strong></td>
</tr>
</tbody>
</table>

| Liabilities | | |
| Accounts payable and accrued expenses | | |
| Deferred income and deposits | | |
| Payable under securities lending agreements | | |
| Annuities payable | | |
| Refundable advances | 6,906 | 7,378 |
| Bonds and notes payable | 319,866 | 199,580 |
| Refundable federal student loans | 20,011 | 19,403 |
| **Total liabilities** | **$587,146** | **$473,350** |

| Net Assets | | |
| Unrestricted | $1,067,090 | $1,122,405 |
| Temporarily restricted | 31,995 | 58,374 |
| Permanently restricted | 758,604 | 784,316 |
| **Total net assets** | **$1,857,689** | **$1,965,095** |

| Total liabilities and net assets | | |
| **$2,444,835** | **$2,456,331** |

---

**CASE WESTERN RESERVE UNIVERSITY**

**Consolidated Statement of Cash Flows**

*For the Year Ended June 30, 2002*  
*(with summarized financial information for the year ended June 30, 2001)*  
*(in thousands)*

**CASH FLOWS FROM OPERATING ACTIVITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total change in net assets</td>
<td>$(107,406)</td>
<td>$(107,448)</td>
</tr>
</tbody>
</table>

**ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS TO CASH PROVIDED BY OPERATING ACTIVITIES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in accounting estimate for equipment and capital projects</td>
<td>12,789</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>31,117</td>
<td>26,681</td>
</tr>
<tr>
<td>Net unrealized depreciation in the fair market value of investments</td>
<td>32,903</td>
<td>177,939</td>
</tr>
<tr>
<td>Net realized losses (gains) on investments</td>
<td>22,634</td>
<td>(21,209)</td>
</tr>
<tr>
<td>Increase to annuities payable resulting from actuarial adjustments</td>
<td>2,467</td>
<td>1,838</td>
</tr>
<tr>
<td>Gifts of property and equipment</td>
<td>(203)</td>
<td>(2,207)</td>
</tr>
<tr>
<td>Loss on disposal of equipment</td>
<td>1,391</td>
<td>768</td>
</tr>
<tr>
<td>Contributions restricted for long-term investment</td>
<td>(9,486)</td>
<td>(18,639)</td>
</tr>
<tr>
<td>Decrease in accounts receivable, net</td>
<td>10,843</td>
<td>14,241</td>
</tr>
<tr>
<td>Decrease in pledges receivable, net</td>
<td>2,978</td>
<td>2,029</td>
</tr>
<tr>
<td>(Increase) decrease in prepaid expenses and other assets</td>
<td>(5,499)</td>
<td>412</td>
</tr>
<tr>
<td>Decrease in funds held in trust by others</td>
<td>40,891</td>
<td>49,412</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and accrued expenses</td>
<td>14,912</td>
<td>(1,038)</td>
</tr>
<tr>
<td>Increase in deferred income and deposits</td>
<td>1,871</td>
<td>1,253</td>
</tr>
<tr>
<td>(Decrease) increase in refundable advances</td>
<td>(472)</td>
<td>897</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>26,160</td>
<td>64,929</td>
</tr>
</tbody>
</table>

**CASH FLOWS FROM INVESTING ACTIVITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student loans collected</td>
<td>7,994</td>
<td>6,068</td>
</tr>
<tr>
<td>Student loans issued</td>
<td>(6,910)</td>
<td>(6,311)</td>
</tr>
<tr>
<td>Proceeds from the sale of investments</td>
<td>961,705</td>
<td>1,120,675</td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(1,072,212)</td>
<td>(1,135,150)</td>
</tr>
<tr>
<td>Purchase of property, plant, equipment and books</td>
<td>(62,895)</td>
<td>(49,083)</td>
</tr>
<tr>
<td>Net cash used for investing activities</td>
<td>(172,816)</td>
<td>(64,007)</td>
</tr>
</tbody>
</table>

**CASH FLOWS FROM FINANCING ACTIVITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in federal advances for student loans</td>
<td>608</td>
<td>680</td>
</tr>
<tr>
<td>Decrease (increase) in securities pledged under lending agreements</td>
<td>16,212</td>
<td>(11,654)</td>
</tr>
<tr>
<td>(Decrease) increase in payables under securities lending agreements</td>
<td>(14,165)</td>
<td>9,992</td>
</tr>
<tr>
<td>Contributions restricted for long-term investment</td>
<td>9,486</td>
<td>18,639</td>
</tr>
<tr>
<td>Proceeds from bond issues and long-term debt</td>
<td>120,000</td>
<td>19,600</td>
</tr>
<tr>
<td>Repayment of debt</td>
<td>(5,774)</td>
<td>(14,039)</td>
</tr>
<tr>
<td>Payments on annuities payable</td>
<td>(4,876)</td>
<td>(4,664)</td>
</tr>
<tr>
<td>Increase to annuities payable resulting from new gifts</td>
<td>1,259</td>
<td>1,095</td>
</tr>
<tr>
<td>Net cash provided by financing activities</td>
<td>122,810</td>
<td>20,464</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>June 30, 2002</th>
<th>June 30, 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net (decrease) increase in cash and temporary investments</td>
<td>(23,846)</td>
<td>21,386</td>
</tr>
<tr>
<td>Cash and temporary investments, beginning of year</td>
<td>164,866</td>
<td>143,480</td>
</tr>
<tr>
<td>Cash and temporary investments, end of year</td>
<td>$141,020</td>
<td>$164,866</td>
</tr>
</tbody>
</table>

**OPERATING REVENUE**  
Total $516.2 million

**OPERATING EXPENSES**  
Total $509.4 million
Administration and Trustees

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