

Faculty Senate Executive Committee
 Wednesday, February 10, 2016
 2:00a.m. – 4:00p.m., Adelbert Hall, Room M2

2:00 p.m.	Approval of Minutes from the January 12, 2016, Executive Committee Meeting, <i>attachment</i>	Roy Ritzmann
2:05 p.m.	President and Provost's Announcements	Barbara Snyder Bud Baeslack
2:10 p.m.	Chair's Announcements	Roy Ritzmann
2:15 p.m.	Honorary Degree Nominations, <i>attachment</i>	Bud Baeslack
2:20 p.m.	Revisions to Faculty Handbook, <i>attachment</i>	Dave Carney
2:35 p.m.	Proposed Policy on Annual Review of Postdoctoral Fellows and Scholars, <i>attachment</i>	Paul MacDonald
2:45 p.m.	Committee Member Report: SON	Mary Quinn Griffin
2:50 p.m.	Committee Member Report: MSASS	Gerald Mahoney
3:00 p.m.	Football and Brain Damage: How to Proceed on this Issue	Roy Ritzmann Richard Zigmund
3:15 p.m.	Communication Between the Faculty Senate and Other University Groups	Roy Ritzmann
3:30 p.m.	Approval of Faculty Senate Agenda, <i>attachment</i>	Roy Ritzmann

**Faculty Senate Executive Committee
Minutes of the February 10, 2016 Meeting
Adelbert Hall, Room M2**

Committee Members in Attendance

Barbara Snyder, President
Roy Ritzmann, CAS, Chair
Peter Harte, SOM, Vice Chair
Robert Savinell, CSE, Past Chair
Juscelino Colares, LAW
Mary Quinn-Griffin, SON
Horst von Recum, CSE
Kimberly Emmons, CAS
Richard Zigmond, SOM
Gerald Mahoney, MSASS

Others Present:

David Carney, Chair, Committee on By-Laws
Paul Macdonald, Chair, Committee on Graduate Studies
Lee Hoffer, Chair, Committee on Research

Absent:

Bud Baeslack, Provost
Susan Case, WSOM
Lisa Lang, SODM

Guest:

Lynn Singer, Deputy Provost

Call to Order

Professor Roy Ritzmann, chair, Faculty Senate, called the meeting to order at 2:00 p.m.

Approval of Minutes

The minutes of the January 12, 2016 meeting of the Faculty Senate Executive Committee were reviewed and approved. *Attachment*

President's Announcements

President Barbara Snyder announced that Sue Workman, Vice President and CIO, will be looking into the possibility of instituting electronic voting in the Toepfer room for Senate meetings. The President also reminded the Executive Committee that a reception will be held following the February Faculty Senate meeting. Those who are "privileged to attend" will be invited also. If the reception is a success, it can be repeated at the beginning of the fall and spring semesters each year.

Chair's Announcements

Prof. Ritzmann announced that a memorial service for Agnar Pytte, President of CWRU from 1987-1999, will be held on February 26th from 4-5pm in Amasa Stone Chapel. Faculty are encouraged to attend. Prof. Ritzmann also announced that several faculty (including two adjunct faculty) had volunteered to serve on the ad hoc Committee on Faculty Qualifications and the committee will be meeting with Vice Provost Don Feke.

Honorary Degree Nominations

Deputy Provost Lynn Singer presented two additional nominations for honorary degrees. The Executive Committee reviewed and approved both nominations. *Attachment*

Revisions to Faculty Handbook

Professor David Carney, chair, Committee on By-Laws, presented a number of revisions to the Faculty Handbook and Senate By-Laws:

1. Proposal to add an undergraduate student member to the Faculty Senate Committee on Research (*By-Law VII, Item. f*) - The Executive Committee voted unanimously to forward the proposal to the Faculty Senate. *Attachment*
2. Proposal to add a provision on attendance at standing committee meetings (*By-Law VII, Item a., new par. 6*)- This proposed language provides that if a standing committee member misses more than 50% of the meetings, the chair of the committee may ask him/her to step down. This language is consistent with what currently exists in the Faculty Handbook regarding attendance at Faculty Senate meetings. The Executive Committee voted unanimously to forward the proposal to the Faculty Senate. *Attachment*
3. Revisions to Initiative and Referendum Provisions of the Faculty Handbook (Chapter 2, Article VIII)- Prof. Carney asked the Executive Committee to vote on the following three issues related to the proposal.
 - a. Do faculty want to retain the referendum option that currently exists in the Faculty Handbook? The Executive Committee discussed the fact that a referendum is a check on actions of the Faculty Senate and voted unanimously to retain the option.
 - b. The existing quorum requirements for a meeting of the University Faculty are unrealistic and the process for voting on matters brought by process of initiative or referendum should be the same as the process for voting on other matters brought before the University Faculty. The Executive Committee voted to remove the existing quorum requirements in the referendum provision and to require voting by ballot on matters brought by initiative or referendum.
 - c. The proposal provides that the vote on any proposed initiative or referendum requires the approval of sixty percent of those voting members returning ballots. This is consistent with the provision on amending the Constitution. The Executive Committee voted unanimously to add a requirement that at least 10% of the voting members of the University Faculty return ballots on matters brought by initiative or referendum so that important issues are decided by a significant percentage of the CWRU Faculty. The Executive Committee voted to return the proposal to the By-Laws Committee to incorporate this requirement. *Attachment*

4. Proposal to add the word “or referendum” to Article IV, Par. a, of Chapter 2 pertaining to matters that can be discussed at an annual meetings of the University Faculty. The Executive Committee voted unanimously to forward this proposal to the Faculty Senate.
Attachment

Proposed Policy on Annual Review of Postdoctoral Fellows and Scholars

Professor Paul MacDonald, chair of the Committee on Graduate Studies, presented a proposed policy on annual reviews of postdoctoral fellows and scholars. Postdoctoral students are not considered faculty, students or staff and aren't always afforded the same rights and protections. The policy requires annual progress reports to be submitted by postdoctoral fellows and scholars. The principal investigator or research mentor is responsible for initiating the reports. The report is required for reappointment and must be completed 90 days prior to reappointment or termination. A member of the Executive Committee asked about the situation where a PI learns that his/her grant won't be renewed and insufficient funds remain from the grant to pay the postdoc during the 90-day period required before termination. President Snyder said that, as long as the post doc is not being terminated for cause, he/she is entitled to be paid during the 90-day period and appropriate budgetary arrangements must be made to achieve this.

The Executive Committee voted to include the policy on the Faculty Senate agenda by a vote of 8 in favor, 1 opposed and no abstentions. *Attachment*

Executive Committee Member Report: SON

Professor Mary Quinn Griffin provided a report from the School of Nursing. The School has completed self-studies and had visits from the Ohio Board of Nursing (for the BSN program) and the Commission on Collegiate Nursing Education (for the BSN, MN, MSN, DNP and Post Master's Certificate). They expect to receive accreditation for all these programs in late April or May. The School is working on increasing enrollment and faculty are participating in this effort. Research funding has increased and their rankings should increase as a result. The School will eventually be housed in the Health Education Building, and there are concerns about whether the undergraduate students will be able to make it to class on time. Also, Dean Kerr's 5-year review will take place this year.

Executive Committee Member Report: MSASS

Professor Gerald Mahoney provided a report from MSASS. The online master's degree program (MSSA) is in its third year. Enrollment has increased but the program has a number of challenges. Some faculty don't believe that the quality of the educational product is as good, and the degree program should be evaluated. Many classes are being taught by adjunct faculty, but this should be changing soon. The school has been working with a vendor (Pearson) since the program's inception and they are paying \$2 million/year under the contract. This fee impacts the revenue received and the reality is that much of the work is being done in-house. The university is in the process of renegotiating the contract with Pearson and they expect that the new contract will be more favorable. The President said that it would be much more

economical if all of the university's online programs were using one vendor but we must first determine whether online education is worth the investment.

Football and Brain Damage

Professor Richard Zigmond expressed an interest in discussing the potential health risks associated with football. The university should be concerned with the health of its student athletes. One of the preeminent researchers in this field is a CWRU alumnus, Dr. Ann McKee. The President agreed that this is an important topic and a discussion would be particularly timely since CWRU is chairing its athletic conference this year (the University Athletic Association). The President said that soccer poses health risks also. CWRU is engaging in base line testing of athletes. The Executive Committee agreed to begin a conversation at one of its next meetings and to invite those involved in athletics such as the athletic director, the Vice President of Student Affairs, the football coach and physician, and possibly a football player. The Senate should have a chance to weigh in on this topic at a later time.

Communication Between the Faculty Senate and other University Groups

Prof. Ritzmann said that he would like to see more communication between the Faculty Senate and the USG, GSC, and SAC regarding upcoming Senate issues of importance. He suggested that the groups meet twice a semester. The Executive Committee agreed that communication is important. Prof. Ritzmann will contact representatives from these groups about meeting in the next couple of weeks.

Approval of Faculty Senate Meeting Agenda

The Executive Committee reviewed the agenda for the February 24th Faculty Senate meeting and decided that the reception following the meeting should be added. With this change, the agenda was approved. *Attachment*

The meeting was adjourned at 4:00pm.

Approved by the Faculty Senate Executive Committee



Rebecca Weiss

Secretary of the University Faculty



W. A. "Bud" Baeslack III
Provost and Executive Vice President

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To: Roy Ritzmann
Chair, Faculty Senate
Executive Committee

From: W.A. "Bud" Baeslack III
Chair, Honorary Degree Committee

Date: January 20, 2016

The honorary degree committee met on December 11 to review recommendations for honorary degrees that were submitted by the university community this term. After discussion at the meeting and further consideration by correspondence conducted January 13-15, the committee strongly recommends that the following people be awarded honorary degrees in recognition of prominent achievements that support the strategic goal of the University to enhance engagement with area institutions:

- Norma Lerner, philanthropist whose public service to Cleveland institutions of higher education, health care facilities, and the arts has benefitted the lives of countless individuals
- Albert Ratner, nationally-recognized business and philanthropic leader who exemplifies excellence through contributions to the improvement of civic life in our region
-

I am aware that the Faculty Handbook advises that recommendations from the honorary degree committee be submitted prior to November 30, but ask special consideration for these two nominees. The committee's final recommendations were deferred for additional information received after initial review. The nominating materials are enclosed. If your committee approves them on behalf of the University Faculty, they will be conveyed to the president for her consideration for subsequent recommendation to the Board of Trustees.

The names of those approved to receive honorary degrees are announced shortly before the commencement at which they will be awarded, typically a year or more after trustee approval. Therefore, in order to preserve the confidentiality of the process, we ask that the names of the nominees not be listed in meeting minutes or otherwise made public.

C: Rebecca Weiss, Secretary, Faculty Senate
Members of the Honorary Degree Committee

Honorary Degree Nomination

Nominee Information:

Name: Norma Lerner

Nominating Letter: enclosed, from Pamela B. Davis, MD, PhD

Biography: enclosed

Letter of Support: enclosed, from James B. Young, MD

Nominator Information:

Name: Pamela B. Davis, MD, PhD

Telephone: (216) 368-2825

Email: pbd@case.edu

Affiliation: Faculty (Dean)

Letter of recommendation for Norma Lerner for an Honorary Degree

When I think of Norma's non-financial contributions to the Museum, here is what comes to mind:

1. She served on the Executive Committee of the board and was an active member in guiding the institution after a period of some internal instability. She was always a wise and pragmatic voice on the Ex Com. For example, I remember that the Ex Com had to deal with a particularly sensitive problem and we really struggled with it. It was Norma who finally approached the problem in a whole new way and came up with a terrific solution.
2. The Museum really had no presence in the Cleveland community. Norma gave significant leadership to helping us change that, including opening her home, speaking on our behalf, sponsoring events, etc. She took several steps to expand our contacts and reach, all of which were very successful.
3. She had some great ideas to make our annual fundraising luncheon more impactful. (Sorry, I know that is not a word.) She was very creative in bringing students to the luncheon and doing educational outreach and making it much more than just a fundraiser.

I hope this is helpful.

Warm regards,
Sara

Sara J. Bloomfield Director
United States Holocaust Memorial Museum
www.ushmm.org

NEVER AGAIN: WHAT YOU DO MATTERS
[Support](#) the Campaign for the United States Holocaust Memorial Museum

THE CLEVELAND
ORCHESTRA
FRANZ WELSER-MÖST
MUSIC DIRECTOR

November 6, 2015

Case Western Reserve University Honorary Degree Committee
Provost W.A. Baeslack, Chairman
10900 Euclid Avenue
Cleveland, Ohio 44104

Dear Members of the Honorary Degree Committee,

I am writing this letter in support of Norma Lerner's nomination for an Honorary Degree from the University. As a graduate of Adelbert College of Western Reserve University, 1957, I take this responsibility very seriously. I have never written such a letter before, so I went to the section of your website that states the criteria for such a recipient. I was pleased to find what I believe is a perfect description of Norma Lerner.

"...persons who exemplify in their work the highest ideals and standards of
"excellence in any valued aspect of human endeavor, including the realm
of scholarship, public service, and the performing arts."

I am sure that the actual nominating letters and Norma's own biography disclose the almost unlimited areas in which her philanthropy and that of her late husband, Alfred, has supported important institutions in Cleveland and other areas of the United States. The names of prestigious universities, hospitals, research institutions, including even the establishment of medical schools and research facilities to prominently benefit mankind, are listed. Norma has become an active board member of many of these institutions.

I knew Alfred Lerner on a first name basis, but it would be an exaggeration to say that we were friends. In 1997, with Alfred's help, I convinced Norma to go on the board of the Musical Arts Association, the parent organization of The Cleveland Orchestra, Severance Hall and the Blossom Music Center. I had become President of the Board two years earlier. That began an association that led to a true friendship which I have valued over all of these years.

I saw her grow from someone who was very smart, caring, a wonderful mother and friend, but always with Alfred's presence and counsel available, to someone quite independent, thoughtful, and with her own ideas and determination. She had the kind of life experiences that included starting out with very little. She once told me that I wouldn't believe the number of nights that she and Al had to eat less in order to have enough food for the kids. Over the years, she became a partner in one of the most successful self-made families in America. With that

came responsibilities and learning experiences of a different kind. Norma has the exceptional ability to use these life experiences and transform them into effective solutions for organizations where she has served.

As you might expect, many institutions wanted her with an eye to whatever her financial resources might bring to them. We wanted her because she loved music, understood excellence, and refused membership where she thought that she couldn't contribute to the well-being of the institution. We told her that she needed to be an active board member to be nominated, and she has been just that.

For those that might not know, The Cleveland Orchestra was recently named the best orchestra in America by two critics from, would you believe, the New York Times. We think of ourselves as either the best or among the top three in the world along with the Philharmonics of Vienna and Berlin. For all of our almost 100 year history, we have kept the idea of musical excellence at the forefront of all we do. Norma has become one of the drivers of that excellence, and she has personally extended that to one important area of fundraising, over which she personally took control, the annual Concert Gala.

She has chaired the Gala every year since 2003. This is not an honorary title. She takes months out of her life to meet with our staff. She selects a theme and carries that over to the actual invitations, programs, and lighting. She pays meticulous attention to all of the details and signs off on them. Along the way, she has grown the event to require a corporate co-chair, Beth Mooney for the past five years, and added Nancy McCann as an additional co-chair last year. Norma has grown the total revenue from \$408,000 when she started to last year's record breaking \$1,200,000 while holding the costs appropriately in line.

Her goal was to make the Gala an amazing experience for all attendees, including those stepping into Severance Hall for the first time. Two years ago, we formed a young professionals group called The Circle. She decided that this group be invited to the Gala, even if we had to subsidize their cost, which we did. Seventy-five members of The Circle attended the first year and over two hundred attended last month. It was Norma who insisted that the Gala revenues be used only to support the orchestra's education programs and community outreach efforts.

Norma has regularly attended the orchestra's concerts given in various high schools throughout the area along with members of the Education Committee and other MAA officers. These concerts are under the direction of Franz Welser-Möst. She was so impressed by what she saw and heard that she endowed the program in memory of Alfred.

Over all of these years, she has regularly attended meetings of the board, the executive committee, and, in earlier years the education committee. She is more than an active participant, in that she regularly meets separately with me, our Executive Director, Gary Hanson, who is retiring at the end of this year, and with certain of the senior management at the request of the Executive Director. We often go to her as a sounding-board for new ideas and for potential new directions. She is always more interested in the excellence of the result

than she is in its costs. It was as a result of this work that she was elected Honorary Chairman several years ago.

Norma Lerner would be a most worthy recipient of an Honorary Degree from CWRU. You save such awards for those who do much for their communities and the world. If you are looking for "excellence in any valued aspect of human endeavor, including the realm of scholarship, public service, and the performing arts", you will have selected the right person.

Warmest regards,

A handwritten signature in cursive script, reading "Richard J. Bogomolny". The signature is written in black ink and is positioned above the printed name.

Richard J. Bogomolny, Chairman

Pamela B. Davis, M.D., Ph.D.
Dean
Senior Vice President for Medical Affairs
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Dear University Honorary Degree Committee:

It is my pleasure to nominate Mrs. Norma Lerner, a long-time committed civic leader in Cleveland, Ohio and dedicated philanthropist, whose support benefits institutions of higher learning, world-class hospitals, and the performing arts. Mrs. Lerner has consistently demonstrated her passion and determination to improve the lives of countless individuals and has a long and successful track record in doing so.

The story began with the marriage of Mrs. Lerner to Alfred Lerner in 1955. Together they built a legacy of generous giving and public service. While Mrs. Lerner spent her early married years raising her two children, Nancy and Randy, she also was a source of strength, encouragement, and support to her husband, who after serving as a pilot in the U.S. Marines from 1955 to 1957, began his career selling furniture for \$75 a week, first in Baltimore and then in Cleveland. His business success continued and he rose to board chair of the credit card company, MBNA, owner of the Cleveland Browns, chair of the Board of Trustees of the Cleveland Clinic, and respected and revered philanthropist, along with his wife.

After 47 years of marriage and a full and successful life, in 2002 Mr. Lerner lost his battle with brain cancer at the age of 69. Although understandably devastated by the early death of her husband, Mrs. Lerner is not someone who shirks responsibility. She has remained steadfast in her commitment to implement their shared vision for public service and to honor her husband's memory. She has done so tirelessly. Mrs. Lerner sits on numerous boards and has expertly directed her philanthropy to best advance medical education and research, improve the lives of children and veterans and to support cherished performing arts organizations in her beloved city of Cleveland.

Mrs. Lerner's many civic leadership roles include serving as a director of the Board of Directors of Cleveland Clinic—its primary governing body—since 2003 and participating on its philanthropy and research and education committees. Her commitment to education and to medical science is tremendous. She is co-founder of Cleveland Clinic's Lerner Research Institute, which houses laboratory-based translational and clinical research. Mrs. Lerner serves as honorary chair of Cleveland Clinic's Digestive Disease Center leadership board, an honorary member of its Brain Tumor Institute leadership board, and an executive committee member for the East Region Cleveland Clinic Health System. She also has served as a board member of University Hospitals.

In addition to being an emerita trustee of Case Western Reserve University, Mrs. Lerner and her husband provided \$100 million to establish the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University. This extraordinary gift allowed these two world-class institutions to come together to train a special kind of doctor—the physician investigator. By combining training in a clinical setting with conducting research for an entire year, graduates of Lerner College of Medicine bring both areas of expertise together for better outcomes for patients. To her credit, Mrs. Lerner is thoroughly engaged with the Cleveland Clinic Lerner College of Medicine students. She attends all the ceremonies in which they participate, and has lunch with each class at



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

least annually. She knows each student by name, and reinforces the values that led the Lerner family to contribute to the College – compassion, the highest regard for scholarship and acquisition of new knowledge, and excellence in the practice of medicine. In May 2015, the Lerner College of Medicine graduated its 7th class of physician scientists and will continue to have an immensely positive impact on students, patients and health care. The first of the Lerner College students have now completed residencies and are beginning to join medical school faculties, including ours! For Mrs. Lerner's profound impact on and service to Case Western Reserve, she received the President's Award for Visionary Achievement in 2012.

Mrs. Lerner is renowned for her contributions to the performing arts in Cleveland. She is a trustee and honorary chair of the board of directors of the Musical Arts Association of the Cleveland Orchestra and serves on its executive committee. The Lerner Lobby at Severance Hall is an exquisite example of her remarkable esteem for and commitment to the Cleveland Orchestra. In addition, she was an early and generous supporter of the Maltz Performing Arts Center at Case Western Reserve, scheduled to open in September of this year.

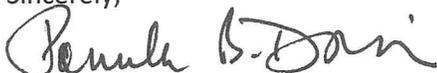
Additionally, Mrs. Lerner's philanthropy includes support for a student center at Columbia University—the Alfred Lerner Hall; the Lerner Children's Pavilion at the Hospital for Special Surgery in New York City; and the Norma and Alfred Lerner Tower at University Hospital. In April 2015, the Alfred Lerner Veterans Service Center at Cuyahoga County Community College opened and will help 10,000 veterans a year reach their educational goals as they transition to civilian life.

Nationally, Mrs. Lerner has been called to serve her country. In 2006, President George W. Bush appointed her as a member of the United States Holocaust Memorial Council and the following year she was selected to its executive committee. Mrs. Lerner is also a member of the Founder' Group, the volunteer leadership board, of The Marine Corps Heritage Foundation that supports the National Museum of the Marine Corps. Mrs. Lerner's experience has benefited many other organizations. She was foreman of the Cuyahoga County Grand Jury from September to December 1998 and served as a director of MBNA Corporation, America, a director of MBNA Europe Banks Ltd, and a board member of the MBNA Grants and Scholarship Program.

For her impressive, longstanding, and dedicated public service, Mrs. Lerner has received many awards and honors. She received the Medal of St. Benedict's for her work with St. Benedict's Preparatory School. Mrs. Lerner is also recipient of the Founder's Medal by the United States Holocaust Memorial Museum and the Ellis Island Medal of Honor. She also received honorary degrees from Cleveland State University and Cuyahoga Community College.

Mrs. Lerner was born in Brooklyn, New York, attended New York City schools and Long Island University. In addition to her two children, she has nine grandchildren. Mrs. Lerner is an exemplar in her support for and service to medical education, research, children, veterans, and the performing arts. It is a great privilege and honor to nominate her for an honorary degree from Case Western Reserve.

Sincerely,



Pamela B. Davis, M.D., Ph.D.



Cleveland Clinic Lerner College of Medicine
of
Case Western Reserve University



September 9, 2015

W.A. "Bud" Baeslack, Provost
Case Western Reserve University
10900 Euclid Ave.
Cleveland, OH 44104

RE: MRS. NORMA LERNER
Nomination for an Honorary Degree from Case Western Reserve University

Dear Provost Baeslack:

Mrs. Norma Lerner deserves to receive the distinction of an Honorary Degree from Case Western Reserve University and I respectfully make that request.

Background: Mrs. Lerner has been a longtime civic leader in Cleveland, Northeast Ohio, in the United States and, indeed, the world. She has made dramatic and seminal contributions to our community that have helped propel us to national and international prominence and bettered the lives of countless residents in our diverse communities. She is well deserving of the distinction of receiving acknowledgement of her selfless contributions and magnanimous leadership from Case Western Reserve University in the form of an Honorary Degree. I would like to enthusiastically support your consideration of that reward and my request.

Professional Achievements: In addition to Mrs. Lerner's well-known public persona, those close to her know that she is an extraordinarily warm, engaging, loving and energetic figure with a deep desire to help humanity. She embodies the spirit of humanism that is, sadly, lacking in so many public figures. Her community leadership and philanthropic endeavors have reshaped the lives of many and our population at large. Her accomplishments and recognitions are numerous. She currently serves as a Director on the Board of Directors of our Cleveland Clinic Health System and is the co-founder of the Lerner Research Institute here at The Cleveland Clinic and was instrumental in shaping The Cleveland Clinic Lerner College of Medicine. Furthermore, she is a member of The Cleveland Clinic Foundation Development Committee. Her activities are not limited to my venue, however. She is a Trustee and Honorary Chair of the Board of Directors for the Musical Arts Association, Cleveland Orchestra as well as a member of the Executive Committee for the Musical Arts Association of the Cleveland Orchestra. She is a founding member of the Marine Corps Heritage Museum, Honorary Chairman of many Leadership Boards and is on the Executive Committee for the East Region Cleveland Clinic Health System as well as being a Board of Trustee Emeritus for Case Western Reserve University. Mrs. Lerner has also received a distinction from President George W. Bush when she was named a member of the United States Holocaust Memorial Council. Mrs. Lerner has also received the Leadership Award in Philanthropy from the Association of Fundraising Professionals and was awarded the Founder's Medal by the United States Holocaust Memorial Museum. Last year, she was awarded the Ellis Island Medal of Honor.

Importantly, Case Western Reserve University recognized Mrs. Lerner in 2012 with the presentation of the *President's Award for Visionary Achievement*, the most prestigious non-academic recognition given

James B. Young, M.D. | Professor of Medicine and Executive Dean, Cleveland Clinic Lerner College of Medicine
George and Linda Kaufman Chair | Chairman, Endocrinology and Metabolism Institute
The Cleveland Clinic, 9500 Euclid Avenue / NA21, Cleveland, Ohio 44195
Office: 216/444-2333 | Fax: 216/445-0271 | E-mail: youngj@ccf.org

by Case Western Reserve University. It would be fitting, therefore, to cap that recognition with further accolade manifest as an Honorary Degree.

Summary: I want to reiterate that I give you my highest and most enthusiastic, as well as unqualified, recognition to you in hopes that you will award an Honorary Degree from Case Western Reserve University to Mrs. Norma Lerner, persona extraordinaria. Should you have any specific questions, please contact me.

Warmest personal regards,

A handwritten signature in cursive script that reads "James B. Young". The signature is written in black ink on a white background.

James B. Young, M.D.
Professor of Medicine and Executive Dean, Cleveland Clinic Lerner College of Medicine of Case Western Reserve University
George and Linda Kaufman Chair, Kaufman Center for Heart Failure, Heart & Vascular Institute
Institute Chair, Endocrinology and Metabolism Institute
Interim Institute Chair, Medicine Institute
The Cleveland Clinic Health System

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cc: Dean Pamela B. Davis
Case Western Reserve University School of Medicine

Date Dictated: 09/09/2015 07:31:22
Date Typed: 09/09/2015 11:15:39
Date Revised: 09/11/2015 14:24:54

MRS. NORMA LERNER



Mrs. Norma Lerner (nee Wolkoff) was born in Brooklyn, New York. Mrs. Lerner attended New York City schools attending Samuel J. Tilden High School and Long Island University. She received an honorary Doctorate in Humane Letters from the Cleveland State University in 2001. In December 2014, Mrs. Lerner received an honorary degree in Associate of Arts in Humane Letters from Cuyahoga Community College.

Mrs. Lerner married Alfred Lerner in 1955. They were married 47 years before his passing in 2002. They have two children and nine grandchildren. The late Alfred Lerner was a 1st Lieutenant Aviator with the United States Marine Corps; President and Trustee, Cleveland Clinic Foundation, Chairman of Executive Committee and Investment Committee; Chairman and Chief Executive Officer of MBNA Corporation; the former Owner and Chairman of the Cleveland Browns; and a member of the Board of Trustees, Columbia University.

Daughter, Nancy graduated from the University of Cincinnati in 1982 with a B.S.; and graduated from Cleveland State University School of Law, J.D. in 1986. She is a Trustee of The Cleveland Clinic. Nancy formerly served as a Board Member of Town & Country Trust.

Son, Randy graduated from the Columbia University in 1984 with a B.A.; and graduated from Columbia University School of Law, J.D. in 1987. He is the former Owner and Chairman of the Cleveland Browns; current Owner and Chairman of the Aston Villa soccer team in Birmingham, UK; and formerly held the position of Chairman of MBNA.

Mrs. Lerner, a long time civic leader in Cleveland, Ohio, currently serves as a Director on the Board of Directors of The Cleveland Clinic; Co-Founder of the Lerner Research Institute, Cleveland Clinic; a member of the Cleveland Clinic Foundation Development Committee; a Trustee and Honorary Chair of the Board of Directors, for the Musical Arts Association, Cleveland Orchestra as well as a Member of the Executive Committee Musical Arts Association, Cleveland Orchestra; a Founding Member of the Marine Corps Heritage Museum; Honorary Chairman of The Cleveland Clinic Digestive Disease Center, Leadership Board; Honorary Member of The Cleveland Clinic Brain Tumor Institute, Leadership Board; is on the Executive Committee for the East Region Cleveland Clinic Health System; and is Board of Trustee Emeritus for Case Western Reserve University.

In April 2006, Mrs. Lerner was appointed by President George W. Bush, as a Member of the United States Holocaust Memorial Council. In 2007, Mrs. Lerner received the Leadership Award in Philanthropy from the Association of Fundraising Professionals; also in 2007, Mrs. Lerner was also selected to serve on the United States Holocaust Memorial Council Executive Committee; in 2008, Mrs. Lerner was awarded the Founder's Medal by the United States Holocaust Memorial Museum. In 2014, Mrs. Lerner was awarded the Ellis Island Medal of Honor.

In addition, Mrs. Lerner has previously held the following positions: Foreman of the Cuyahoga County Grand Jury (September to December 1998); a Board Member of the University Hospital of Cleveland from 1994 to 2003; a Director for MBNA Corporation, America from 2002 to 2004; a Director of MBNA Europe Banks Ltd from 2002 to 2004; and a Board Member of the MBNA Grants and Scholarships Program.

In May 2012, Mrs. Lerner was recognized with the presentation of the *President's Award for Visionary Achievement*, the most prestigious non-academic recognition of Case Western Reserve University. In May 2013, Mrs. Lerner was awarded the *Medal of St. Benedict's* for her support and work with St. Benedict's Preparatory School.

Among her many philanthropic endeavors are the Cleveland Clinic Lerner Research Institute; Cleveland Clinic Lerner College of Medicine; Alfred Lerner Hall, Columbia University; Hospital for Special Surgery, Lerner Children Pavilion; Norma and Alfred Lerner Tower, University Hospital; Lerner Lobby, Severance Hall, and Alfred Lerner Veterans Service Center, Cuyahoga Community College, Case Western Reserve University Performing Arts Center.



Eric S. Gordon
Chief Executive Officer

December 23, 2015

Dr. William A. Baeslack III
Case Western Reserve University
10900 Euclid Avenue
Cleveland, Ohio 44106

Dear Dr. Baeslack,

It is my great pleasure to write this letter of support for the nomination of Albert B. Ratner as a candidate for an honorary degree from Case Western Reserve University. The awarding of an honorary degree from any institution of higher education should be considered among the highest professional honors and, as such, in my 24 years as an educator I have never before endorsed a candidate. However, I believe that Mr. Ratner is one of those rare individuals who through demonstrated intellect, leadership, and service is worthy of such an exclusive honor.

I consider Albert Ratner to be one of the most quietly important people involved in Cleveland's Plan for Transforming Schools or "The Cleveland Plan". While others publicly worked on the technical development of the plan, it was Albert Ratner who quietly championed our plan with Governor Kasich and then Speaker of the House Batchelder who, against political comfort, ultimately helped us prevail with the legislative relief we needed including, most importantly, charter school reform for Cleveland that focused on quality. That early reform, in fact, helped shape the more sweeping state reform passed in the last general session and, without Albert's help, those early charter reform elements of The Cleveland Plan would never have survived in legislation.

Albert then quickly moved to supporting our need for a significant tax increase in 2012. Issue 107, the first successful school levy in 16 years, brought needed resources to fund The Cleveland Plan and it was Albert Ratner quietly, behind the scenes, influencing business and community leaders to support those much needed resources.

And Albert continues to play a quiet but influential role in what is now widely recognized as a plan that is successfully improving outcomes for our city's children. As recently as two weeks ago, in fact, Albert brought me and several other leaders together to connect county services around children and the need to create paths out of generational poverty.

Albert is happy to stay behind the scenes, but his influence is visible everywhere. In education, there may be no more important champion for Cleveland's children. It is for this reason that I ask, for perhaps the only time in my career, that you consider Mr. Albert B. Ratner for the prestigious award of an honorary degree from Case Western Reserve University.

Sincerely,

A handwritten signature in black ink, appearing to read 'E. S. Gordon', written over a white background.

Eric S. Gordon
EDUCATOR: Chief Executive Officer

Chief Executive Officer
Eric S. Gordon

Board of Education
Denise W. Link
Board Chair

Louise P. Dempsey
Vice Chair

Anne E. Bingham
Robert M. Heard, Sr.
Willetta A. Milam
Shalettha T. Mitchell
Justin L. Monday, Esq.
Stephanie Morales
Lisa Thomas, Ph.D.

Ex Officio Members
Ronald M. Berkman, Ph.D.
Alex Johnson, Ph.D.



Dear University Honorary Degree Committee:

It is our distinct honor to nominate Mr. Albert B. Ratner, a long-time successful business, civic, and philanthropic leader in Greater Cleveland and nationally, for an honorary degree from Case Western Reserve University. For more than five decades, Mr. Ratner guided Forest City Enterprises into a nationally prominent real estate developer, and he has served on numerous non-profit and corporate boards and has led civic activities throughout Cleveland. We enthusiastically recommend Mr. Ratner for this honorary degree as throughout his life he has exemplified excellence by working to improve the civic life and business community in our region, which will be among his many lasting legacies.

Mr. Ratner joined the family business, ForestCity Enterprises, in 1951 after he graduated from Michigan State University. From 1975 to 1995, Mr. Ratner served as CEO of the company and drove its tremendous expansion and undertaking of exceptional projects throughout the country. In Cleveland, it was Mr. Ratner who led the redevelopment of the Terminal Tower and the former Union Terminal Tower into the iconic Tower City, a spectacular mixed-use complex that includes multiple floors featuring retail space, offices and a hotel. Although built in 1994, Tower City remains an important destination for both local and national visitors. In 1995, Mr. Ratner along with his brother-in-law and business partner, Samuel H. Miller, became co-chairmen of the board, and they are now both co-chairmen emeriti of the board.

In 2012, *Urbanland* magazine noted that Mr. Ratner and his colleagues undertook a wide variety of work, including 300 projects, in nearly 150 communities and in more than 20 states. Today, Forest City Enterprises' assets are about \$8.8 billion and include commercial and residential groups. Examples of Forest City's mixed-use projects include The Barclays Center in Brooklyn, New York, home to the Brooklyn Nets; University Park at MIT, an award-winning campus environment; and Station Square in Pittsburgh, a historic redevelopment of one of Pennsylvania's most treasured areas, among many others. Mr. Ratner has served on the board of American Greetings and RPM International, and others.

In addition to his extraordinary business success, Mr. Ratner has devoted considerable time to improving the civic life of Cleveland and beyond. He has served on countless boards, including being an honorary trustee of Shoes & Clothes for Kids, the advisory committee of the Rock and Roll Hall of Fame and Foundation, Cleveland Institute for Education, the Greater Cleveland Partnership, and the United Way. Mr. Ratner was instrumental in bringing the Cleveland Plan for Transforming Schools to the state legislature, and Governor Kasich signed it into law in July 2012. At the time Mayor Jackson noted that the plan will "ensure an opportunity for quality education for all of our children." Mr. Ratner also spearheaded a campaign to boost the region's economy and attract new residents to Cleveland through the non-profit Global Cleveland. Nationally, Mr. Ratner

serves on the Board of Governors of the Henry M. Jackson Foundation the Board of Trustees of the United Jewish Communities, and is an honorary trustee of the Enterprise Foundation.

Mr. Ratner has also contributed considerable financial resources across Greater Cleveland and the nation. Locally, he is a dedicated supporter of Cleveland Clinic, many Jewish community organizations, and The Cleveland Orchestra, to name a few. He is a wonderful supporter of educational institutions, including his alma mater, Michigan State University; George Washington University, his children's alma mater; and Case Western Reserve.

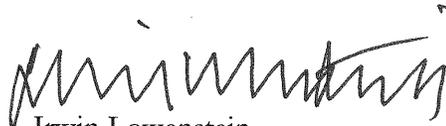
Mr. Ratner has not only continued the impressive work of his family when they arrived in Cleveland after the turn of the last century, but also he took this to the next level through his brilliance, commitment, and enthusiasm for diligently promoting and advancing Cleveland in countless ways. He is an exemplar for our campus community, the region and nation in how one person can make fundamental and positive change; in his case through real estate development that in so many cases revitalized areas and regions that otherwise might have been abandoned.

We respectfully thank you for your consideration of Mr. Ratner for an honorary degree from Case Western Reserve. This distinction will complement a long list of other equally impressive accolades including honorary degrees from Long Island University and Polytechnic University, Builders' Magazine 20th Gold Nugget Award, the Charles Eisenman Award, the U.S. Department of Health and Urban Development Agora Award, Harvard Business Club of Cleveland's Business Statesman of the Year, Financial World Magazine's CEO of the Year and Bronze Medal, Cleveland Business Hall of Fame, Urban Land Institute's J.C. Nichols Prize for Visionaries in Urban Development, Michigan State University's Distinguished Alumni Award, and a special proclamation by Congresswoman Marcy Kaptur to the House of Representatives on the occasion of his 85th birthday.

Sincerely,



Stephen M. Campbell
Vice President for Campus Planning
and Facilities Management



Irwin Lowenstein
Advising University Architect

ALBERT B. RATNER

BUSINESS Co-Chairman of the Board Emeritus
Forest City Enterprises, Inc.
1100 Terminal Tower – 50 Public Square
Cleveland, Ohio 44113-2203
(216) 416-3200

PERSONAL Birth: December 26, 1927 – Cleveland, Ohio
Married: Audrey Gilbert Ratner – October 5, 1980
Children: Deborah Ratner Salzberg and Brian Ratner – children of Albert Ratner
and Faye Katz Ratner (deceased)

EDUCATION Cleveland Heights High School, 1946
Michigan State University, B.S. School of Forestry, 1951
Long Island University, Brooklyn, N.Y.
Honorary Doctor of Laws, 1990
Polytechnic University, Brooklyn, N.Y.
Honorary Doctor of Engineering, 1992
Cleveland State University,
Honorary Doctor of Humane Letters, 2012

MILITARY Veteran, United States Army

RELIGIOUS AFFILIATION The Park Synagogue – Past Vice President and
Chairman of the Executive Committee

OFFICES American Jewish Joint Distribution Committee – International Council
Cleveland Jewish Community Federation – Life Trustee
Enterprise Foundation – Honorary Trustee
Henry M. Jackson Foundation – Board of Governors
Maltz Museum of Jewish Heritage - Board of Trustees
Shoes and Clothes for Kids – Honorary Trustee
United Jewish Communities – Board of Trustees

OFFICES PAST American Greetings Corporation – Board of Directors and Executive Committee
Cleveland Jewish Welfare Fund – President and Chairman
State of Ohio Operations Improvement Task Force
United Jewish Appeal – Board of Trustees, National Vice Chairman and Executive Committee
Cleveland Initiative for Education – Board of Trustees
Greater Cleveland Partnership – Board of Trustees
Masorti Foundation for Conservative Judaism in Israel – Council of Trustees
Rock and Roll Hall of Fame and Museum – Board of Trustees
RPM, Inc. – Board of Directors
University Circle Inc – Board of Trustees
United Way Services – Board of Directors

AWARDS Downtown Cleveland Recognition Away – 1981-82
Builders' Magazine 20th gold Nugget Award, 1983
Charles Eisenman Award, 1987
Agora Award, U.S. Department of HUD, 1988
"Business Statesman of the Year," Harvard Business Club of Cleveland, 1989
"CEO of the Year," Bronze Medal, Financial World Magazine, 1993 and 1994
Business Hall of Fame of Cleveland, 1997
National Building Museum Honor Award to Forest City, 2005
Urban Land Institute J.C. Nichols Prize for Visionaries in Urban Development, 2005
Michigan State University Distinguished Alumni Award, 2012

OTHER

Adjunct Visiting Professor, Michigan State University Land Policy Institute, 2007-2008
Ohio Third Frontier Advisory Board, 2007-2009
Ohio Strategic Planning Advisory Team, 2007-2008
Ohio Transportation Task Force, 2008-2009
Adjunct Visiting Professor, Distinguished Executive in Residence at Land Policy Institute, Michigan State University, 2008-2009
Global Cleveland Board of Directors, 2011-
Ginn Academy, Advisory Board 2011-
OAK Academy, Advisor, 2011
Executive Workforce Board, 2012-
QED Board of Directors, 2012-
Lev Aronson Legacy Project, Advisory Board, 2014-
Community Relations Leader to The Cleveland Orchestra

ARTICLE VIII. INITIATIVE AND REFERENDUM

Sec. A. Initiative

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

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

~~C. The vote on any initiative or amendment to the constitution proposed by initiative shall be by written ballot sent to the voting members of the University Faculty as described in Article IX, Par. 1~~

Sec. B. Referendum

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

Sec. C. Voting

~~The vote on any Any initiative or amendment referendum proposed under this to the constitution Section shall be presented at any meeting of the University Faculty pursuant to Article IV. Within fourteen (14) days after such a meeting, the Secretary of the University Faculty shall send out an electronic ballot to the voting members of the University Faculty. The proponents of the initiative or referendum shall include a statement of the reasons for the proposal. Any opponents of the proposal may also include a statement of the reasons for their opposition. The vote on any proposed initiative or referendum requires the approval of sixty percent of those voting members returning ballots. proposed by initiative shall be by written ballot sent via electronic means or other means to the voting members of the University Faculty sent to the voting members of the University Faculty as described in Article IX, Par. 1~~

Proposed Revisions to Article X of the Faculty Handbook, Chapter 2, Article IX

ARTICLE IX. AMENDMENT

Par. 1. An amendment of this constitution may be proposed by either (a) majority vote of the Faculty Senate or by b) according to the initiative and referendum procedures specified in Article VIII, Sec. A.

~~action of the voting members of the University Faculty at an annual meeting or at a special meeting, subject to the procedures specified in Article VIII, Section A. A proposed amendment shall be presented at any meeting of the University Faculty pursuant to Article IV. Within fourteen (14) days after such a meeting, the Secretary of the University Faculty shall send out an electronic ballot ~~written ballot via electronic means or other means~~ to the voting members of the University Faculty. The vote on any proposed amendment ~~shall be by mail ballot of the University Faculty and shall~~ requires the approval of sixty percent of those voting members returning ballots.~~

~~In the case of an amendment proposed by majority vote of the Faculty Senate, the president of the University shall call a special meeting of the University Faculty to discuss the proposed amendment; that meeting shall take place not later than the fifth day preceding the final date for submission of ballots.~~

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

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

Faculty Senate By-Law VII, Item f. Committee on Research.

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

Proposed addition to Faculty Senate By-Law VII. Committees

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

Par. 6) ~~Chairs of standing committees shall keep a~~ A cumulative record of attendance shall be kept at all standing committee ~~at~~ meetings. In February of each year, the chair shall identify those members of the committee who have been absent for more than one-half of the meetings and shall have the right to ask the committee member(s) to step down.

FACULTY HANDBOOK, CHAPTER 2, ARTICLE IV. MEETINGS OF THE UNIVERSITY FACULTY

Sec. A. Annual Meeting and Report on State of the University

Early in the fall term, the University Faculty shall have an annual meeting and the president shall report to the University Faculty on the state of the University. The president's report may be made in writing prior to the annual meeting or delivered orally at the annual meeting. Staff may be invited by the president and the chair of the Senate to attend a report delivered orally and discussion thereon. The report shall be delivered immediately after the meeting is called to order. The annual meeting shall include such additional business as may be introduced by the process of initiative or referendum as provided in Article VIII. If the president chooses to provide a written report, he/she shall annually provide some other in-person opportunity for the University Faculty to communicate with the president regarding the state of the University and its academic units.

Sec. B. Special Meetings

Special meetings of the University Faculty may be called by the president or by the Faculty Senate, or upon a petition of ten percent of the voting members of the University Faculty stating the purpose of the proposed meeting. The petition shall be delivered to the secretary of the University Faculty who shall certify the validity of the petition to the president, who in turn shall call the special meeting within thirty (30) days of receiving the certified petition.

Sec. C. Emergency Meetings

An emergency meeting of the University Faculty may be called by the president or by the chair of the Faculty Senate.

Sec. D. Notification and Agenda

The chair of the Faculty Senate, or on the chair's designation, the secretary of the University Faculty, shall notify each voting member of the University Faculty at least ten days before each annual meeting and special meeting. Such notification shall be in writing and shall specify the time, the place, and the agenda of the meeting. Any main motion to be introduced at an annual meeting or a special meeting shall be included in the agenda.

Sec. E. Quorum and Rules of Order

Par. 1. A quorum of a meeting of the University Faculty shall consist of thirty percent of the voting members, except that at a meeting called by petition, a quorum shall be forty percent.

Par. 2. Meetings shall be conducted according to the latest edition of *Robert's Rules of Order Newly Revised*, unless otherwise specified.

Proposed Policy:

Annual Review of Postdoctoral Scholars and Postdoctoral Fellows

Developed and approved by Faculty Senate Committee
on Graduate Studies

February 3, 2016



The Invisible Man

(Gregory A. Petsko, Weill Cornell MC)

- only stage of education/training of scientist that is defined by the period of time and not the position itself
- No agreed upon specific title....
no agreed upon set of goals or outcomes
- PFs and PDs...not students, not faculty, not staff
transient training position
- Not always afforded the same/similar
fundamental employee rights or protections

Rationale

- To support mentoring of PFs and PSs in order to enhance success at CWRU
- To clarify both the mentor's and PD's expectations
- To promote professional development and transitioning to their next career stage
- To provide regular and timely substantive feedback on their research progress and career trajectory

Main Points

- every PF and PS will submit an annual progress report
- primary responsibility of the principal investigator or research mentor
- communicated to the PF or PS in a written report – face to face
- required for the annual re-appointment – should be done 3 months prior
- 90 day notice of termination of position

Policy Recommendation on the Annual Review and Evaluation of Progress for Postdoctoral Fellows and Scholars

In order to achieve excellence in postdoctoral training and mentoring within the School of Graduate Studies at Case Western Reserve University, an annual review of progress is required for every postdoctoral fellow (PF) and postdoctoral scholar (PS). This review has two purposes: i) to support mentoring of PFs and PSs by providing regular and timely feedback that will enhance their success at CWRU including their career goals and professional development, and ii) to evaluate training progress with the ultimate goal of transitioning to their next career position. To achieve these goals, the review should evaluate the previous year's progress, detail the trainee's strengths and areas that need improvement, and make recommendations for future action to promote progress towards achieving career goals.

Each school or department shall develop its own annual review format and timing within these minimal guidelines:

(1) Every PF and PS will submit an annual progress report to their program, department, or school. The report should describe progress in the past year, future plans, and career goals as well as plans and progress in the area of professional development. Best Practices include a clear set of first-year expectations and milestones that should be provided to the PF or PS upon their initial appointment.

(2) The annual review is the primary responsibility of the principal investigator (PI) or primary research mentor. In cases where the position does not involve research, then a supervisor or other person(s) in the best position to evaluate should conduct the review. In cases of joint appointments, all parties should be involved in the review. It is considered "Best Practices" that at least one additional person be included in the review process such as a faculty advisor, a member of the PF/PS mentoring team, a graduate program director, a collaborator, a department Chair, a Center Director, or other appropriate individual.

(3) The final evaluation shall be communicated to the PF or PS in a written report that details the trainee's current status in the laboratory, training progress, career goals and professional development, and makes concrete suggestions for future actions. Communication should include discussion between trainee and PI.

(4) The annual review process is to be completed 3 months prior to re-appointment or completion of the postdoctoral appointment period. Completion of this step is required for the annual re-appointment. A completed, signed copy of the annual review form is required as part of the re-appointment process. The PD/PF and mentor should work closely with the Office of Postdoctoral Affairs during this process.

(5) PFs or PSs may not be dismissed from a laboratory without a 90-day notice. The appointment of a PS or PF may be terminated immediately only for just cause. Examples of just cause include grave misconduct or serious neglect of professional responsibilities.

If a department or program already has an annual review policy in place, the program shall inform the School of Graduate Studies and Office of Postdoctoral Affairs of what form that

review takes. For programs that do not have an annual review policy, the School of Graduate Studies and Office of Postdoctoral Affairs requests that they create an annual review policy within one year of the adoption of this policy by Case Western Reserve University. This policy does not mandate the use of one review format. Examples of existing formats for review of progress will be posted on the Graduate Studies and Office of Postdoctoral Affairs website. For some programs, the annual report can be coordinated with other reporting needs (e.g. NIH grants) so as to eliminate redundancy in reporting for the PF or PS.

Compliance with this policy will be monitored by the School of Graduate Studies and Office of Postdoctoral Affairs. Copies of an individual Postdoctoral Fellow's or Postdoctoral Scholar's annual review that are submitted during the re-appointment or termination process will be on file in the Office of Postdoctoral Affairs.

The School of Graduate Studies shall conduct a process evaluation two years after implementation of this policy.