

Faculty Senate Meeting
Wednesday, September 21, 2016
3:30p.m. – 5:30p.m. – Toepfer Room, Adelbert Hall,

3:30 p.m.	Approval of Minutes from the April 28, 2016, Faculty Senate Meeting, <i>attachment</i>	Peter Harte
3:35 p.m.	President and Provost's Announcements	Barbara Snyder Bud Baeslack
3:40 p.m.	Chair's Announcements	Peter Harte
3:45 p.m.	Report from the Executive Committee	Juscelino Colares
3:50 p.m.	Report from the Secretary of the Corporation	Arlishea Fulton
3:55 p.m.	SOM- Merger of Department of Environmental Health Sciences into Department of Epidemiology and Biostatistics, <i>attachment</i>	Mendel Singer Sudha Iyengar
4:05 p.m.	Approval of SOM Representative to the Faculty Senate Executive Committee	Peter Harte
4:10 p.m.	Revisions to SON By-Laws, <i>attachment</i>	Patricia Higgins
4:20 p.m.	Revisions to Faculty Senate Handbook and By-Laws: Nominating Committee Charge; Committee on University Libraries Charge, <i>attachments</i>	Kenneth Ledford
4:25pm	Faculty Senate Compensation Committee Report on Faculty Salaries, <i>attachment</i>	Gerald Mahoney
4:40 p.m.	Diversity 360	Marilyn Mobley
4:45 p.m.	Campus Planning Presentation, <i>attachment</i>	Steve Campbell
5:00 p.m.	Proposal for New Learning Management System, <i>attachment</i>	Steve Hauck Tina Oestreich
5:20 p.m.	New Senator Welcome	Peter Harte Juscelino Colares

Faculty Senate Meeting
Wednesday, September 21, 2016
3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

Members Present

W. A. "Bud" Baeslack III	Neetu Gulati	Aaron Perzanowski
Jennifer Barrord	Peter Harte	Roger Quinn
Cynthia Beall	Steven Hauck	Mary Quinn Griffin
Karen Beckwith	Megan Holmes	Vasu Ramanujan
Matthias Buck	Paul Iversen	Roy Ritzmann
Cathy Carlin	Sudha Iyengar	Barbara R. Snyder
Gary Chottiner	Kathleen Kash	Glenn Starkman
Juscelino Colares	Thomas Kelly	Robert Strassfeld
Christopher Cullis	Kenneth Ledford	Ibrahim Tulunoglu
Lisa Damato	Gerald Mahoney	Horst von Recum
Robin Dubin	Maureen McEnery	Rebecca Weiss
Kimberly Emmons	Frank Merat	Gillian Weiss
Carol Fox	David Miller	Stuart Youngner
Archishman Ghosh		Christian Zorman

Members Absent

Anita Aminoshariae	Michael Harris	Andres Pinto
Jeremy Bendik-Keymer	Ronald Hickman	R. Mohan Sankaran
Mitch Drumm	Lee Hoffer	Usha Stiefel
Evelyn Duffy	Kurt Koenigsberger	Jo Ann Wise
Scott Fine	Paul MacDonald	Amy Zhang
Faye Gary	Thomas Montagnese	
Angela Graves	Leena Palomo	

Others Present

Amy Backus	Don Feke	John Sideras
Katie Brancato	Arlishea Fulton	Lynn Singer
Jonathan Carlson	Arnold Hirshon	Jeff Wolcowitz
Joseph Custer	Marilyn Mobley	Victoria Wright
Donna Davis Reddix	Sue Rivera	

Call to Order

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

Approval of Minutes

The Senate approved the minutes from the April 28th, 2016 Faculty Senate meeting.

Attachment

President's Announcements

The President welcomed senators to the new academic year. The President also reported on the following:

- The MSASS building renovation has been completed. The renovations were fully funded with donor dollars.
- Anthony Doerr, author of the freshman common reading book "All The Light We Cannot See" gave an excellent address at Convocation.
- Peter Eigen, founder of Transparency International, is the recipient of the 2016 Inamori Ethics Prize, which was awarded to him on September 8th by Provost Baeslack.
- CWRU maintained its position at 37 in the current *U.S. News & World Report* "Best College" rankings. The Case School of Engineering's ranking moved up 4 positions to 37. The Weatherhead School of Management's undergraduate program moved up one position to 38.
- The new affiliation agreement between CWRU and University Hospitals is effective as of September 1st. UH will no longer be the primary affiliate with CWRU and is changing its name to the UH Cleveland Medical Center. The university will receive less funding from UH, and as a result, the university's operating budget will have to be adjusted. There are a number of uncertainties at this time. More information will follow in the upcoming days.
- The Benelect open enrollment period begins in November. Premiums for the university's self-insured plans have increased due to more claims and higher expenses last year. The one fully-insured plan, Healthspan, has ceased operations and is being replaced by CLEVECARE, a partnership between Medical Mutual and MetroHealth. Premiums for this new plan will remain the same at least through the end of the calendar year.
- The university's undergraduate financial aid policy is changing from need-blind to need-aware. Many students are unable to afford the difference between what they receive in financial aid and the cost of tuition. This policy will be effective for the fall of 2017 and will not affect current students. The university will not be participating in the Coalition Application at this time but will reconsider this decision in the future.
- Homecoming is the weekend of October 14th. President Snyder encouraged all faculty to attend.

Provost's Announcements

The Provost reported that the Provost's Commission on the Undergraduate Experience is making progress and working groups are being formed.

Chair's Announcements

Prof. Harte reported that the special/annual meeting of the University Faculty will be held on Friday, October 7th. There will be receptions for all who attend Faculty Senate meetings after the October and February Faculty Senate meetings. At the end of today's meeting there will be a new senator welcome.

Report from Secretary of the Corporation

Arlishea Fulton, senior counsel, reported on the meetings of the CWRU Board of Trustees Executive Committee from May 10, 2016, July 12, 2016 and August 16th, and the full Board meeting from June 3-4th. Among other matters, the Board of Trustees approved a major in Chinese from the CAS, a minor in Sports Nutrition from the SOM, a Master of Military Ethics, and a Bachelor in Science in Data Science and Analytics from the CSE. *Attachment*

Report from the Executive Committee

Professor Juscelino Colares, vice chair of the Senate, reported on the September 6th Executive Committee meeting:

1. iClickers have been purchased to allow for electronic voting in Senate meetings. The Faculty Senate By-Laws provision regarding methods of voting at Senate meetings does not include electronic voting. The Senate By-Laws Committee drafted a new provision last year to allow for electronic voting and the proposed revisions were presented to the Executive Committee. The Executive Committee discussed a number of issues including whether voting should be open or anonymous. The consensus of the Committee was that the default position should be open voting since currently senators can see who votes for or against a particular issue just by looking around the room. Profs. Harte and Colares agreed to draft a statement addressing the issues discussed at the Executive Committee meeting and to send the statement to the By-Laws Committee for review.
2. CAS By-Laws- Professor Kimberly Emmons presented minor revisions to the CAS By-Laws. The Executive Committee voted to forward the CAS By-Laws to the Senate By-Laws Committee for review.
3. Prof. Emmons also gave a brief update on the Provost's Commission on the Undergraduate Experience. The Commission met over the summer and is in the process of developing working groups. They expect to have a draft framework of the plan by early October and will submit it to the UPF schools for review. They hope to have a final plan by the end of the calendar year.

SOM- Merger of Department of Environmental Health Sciences into Department of Epidemiology and Biostatistics

Professor Jonathan Haines, interim chair of the Environmental Health Sciences department and chair of the Epidemiology and Biostatistics department, discussed the proposed merger of Environmental Health Sciences into Epidemiology and Biostatistics. Currently there are no primary faculty in the Environmental Health Sciences department, the masters and PhD programs have been suspended and no students remain in the programs. The missions of these

two departments have become increasingly interconnected and the department of Epidemiology and Biostatistics is a logical home. The Environmental Health education programs will be offered through the new department and the Swetland Center will be administered there also. The Faculty Senate voted to approve the proposed merger with one abstention.

Attachments

Approval of SOM Representative to the Faculty Senate Executive Committee

The Faculty Senate approved Professor Cathleen Carlin as the SOM representative to the Faculty Senate Executive Committee.

Revisions to the SON By-Laws

Professor Patricia Higgins, SON, presented proposed revisions to the SON By-Laws. The revisions are intended to codify current practice and to clarify memberships on a number of SON committees. The Faculty Senate voted to approve the proposed revisions. *Attachment*

Revisions to Faculty Senate Handbook and By-Laws

Professor Ken Ledford, chair of the Faculty Senate By-Laws Committee, presented minor revisions to the charge for the Faculty Senate Nominating Committee located in Chapter 2 of the Faculty Handbook (to officially add a representative from PHED to the committee membership) and the charge for the Faculty Senate Committee on University Libraries contained in the Senate By-Laws (to correct an error in the charge that refers to nine faculty members when there are 10). The revisions had been approved by the Senate By-Laws Committee last spring. The Faculty Senate voted to approve the proposed revisions.

Attachments

Faculty Senate Compensation Committee Report on Faculty Salaries

Professor Jerry Mahoney, chair of the Faculty Senate Committee on Faculty Compensation, presented a proposal on faculty salaries. Prof. Mahoney presented 2014-2015 data from the Office of Institutional Research that compared the average salaries of CWRU faculty (by school and rank) with that of AAU schools who participated in the salary exchange. Salary comparisons of tenure/tenure-track as well as non-tenure track faculty were reviewed. Approximately 85% of CWRU tenure/tenured track faculty receive salaries that are at, or below, the 15th percentile of AAU comparison schools. Approximately 40% of non-tenured track faculty receive salaries that are at, or below, the 30th percentile of AAU comparison schools. The general pattern reflected in the comparisons has not changed substantially over the past three years. Despite this data, CWRU national rankings are in the mid-level of AAU rankings and CWRU tuition is in the mid-range of AAU private universities. This is a major discrepancy that is negatively affecting faculty recruitment, retention and morale. There are no real targets for faculty compensation other than those related to promotion and tenure. Without targets and goals it is difficult for the Faculty Compensation Committee to satisfy its charge. Also, there is little transparency about faculty salaries and salaries are established at the school level.

The committee made the following recommendations:

- a. Academic units should produce and publish annual reports in which faculty salaries are benchmarked against AAU peer institutions.
- b. CWRU administration should establish a university-wide goal of compensating faculty at a level that is at or above the AAU 50th percentile.
- c. Central administration, in collaboration with the deans, should establish a five-year plan to address faculty compensation.
- d. Faculty compensation should no longer be tethered solely to the budgetary status of the individual units.

President Snyder said that the goal of compensating faculty at or above the AAU 50th percentile is a worthy one and that they would like to develop a plan for the next 5 years. They will report back to the Senate once the plan has been completed. *Attachments*

Diversity 360

Marilyn Mobley, Vice President for Inclusion, Diversity and Equal Opportunity, reminded all senators that they had approved a resolution last year agreeing to participate in Diversity 360 training by the end of the academic year. Dr. Mobley asked for senators' opinions on whether to schedule separate customized training session just for senators or whether the standalone sessions already scheduled would suffice. A member of the Senate suggested that the schedule of standalone sessions be sent to all of the senators and that by the end of the calendar year, if some senators still have not participated, that a separate session(s) be scheduled. The Senate concurred with this approach. Dr. Mobley said that she would also like to see faculty serve as facilitators for Diversity 360 training.

Campus Planning Presentation

Steve Campbell, Vice President for Campus Planning and Administration, presented a facilities update. He provided information on the recent renovations of Tomlinson dining hall and MSASS; the status of the Health Education Campus (to be completed in the summer of 2019) and the Linsalata Alumni Center (will be completed in November of this year and can be used beginning in January of 2017). In 2017 there will be several plant renewal projects: the building envelope of Clark Hall; the HVAC system in the Veale Athletic Center; and the building envelope for the Wood building. The design for the Lucia Smith Nash Walkway will be completed at the end of the calendar year and construction will begin in the summer of 2017. The regulatory reviews for the Nord Family Greenway, which connect the campus to the Maltz Performing Arts Center, should be completed this fall and the Greenway constructed by the fall of 2017.

A concern was expressed about how information on new buildings is communicated to students. Students need to know that these new projects are donor-financed and not coming out of the university's operating budget.

A senator expressed concern about contractors who smoke while working on buildings and the impact this has on those working inside the buildings. *Attachment*

Proposal for New Learning Management System

Professor Steven Hauck, chair of FSCICT, introduced a proposal for a new learning management system (LMS). Currently Blackboard is being used in only 43% of for-credit courses at CWRU. Faculty and students have expressed dissatisfaction with Blackboard and students have been frustrated with its variable use by faculty. UTech is proposing that the university use a new LMS known as Canvas. Canvas was piloted by approximately 17 CWRU faculty and 1500 students and general impressions were positive. The Learning Management System Faculty and Staff Advisory Committee is recommending that the transition to Canvas begin in the spring of 2017 and be completed by fall of 2017. FSCICT and UTech would like an endorsement from the Faculty Senate.

Tina Ostreich, Senior Director, Teaching and Learning Technology, UTech, responded to a question about the advantages of Canvas over Blackboard. Faculty who piloted the system found it easier to use and many of our peer institutions are using it. Canvas has more streamlined applications so that when students go from one course to another they have a more consistent experience. For most faculty the migration of materials from Blackboard to Canvas won't be difficult, but for those who use more extensive functions in Blackboard, it may require assistance. UTech will be available to help faculty with this transition. There will be faculty supporters of Canvas in all departments and UTech representatives are willing to train faculty within the schools and departments.

The Senate discussed the fact that the use of Canvas is not being mandated for faculty but should be encouraged. The following motion was made and seconded:

The Faculty Senate endorses adoption of Canvas and encourages faculty to use Canvas in preference to other ways of communicating with students.

The Senate voted to adopt this motion. *Attachment*

New Senator Welcome

Profs. Harte and Colares provided new senators with information on the Senate process.

The meeting was adjourned at 5:25pm

**Secretary Report of the Board of Trustees to the Faculty Senate
September 21, 2016**

The Executive Committee met on May 10, 2016, July 12, 2016, and August 16, 2016. The full board of Trustees met on June 3 and 4, 2016. The next meeting is October 7-8, 2016. As is the usual practice, **we will be submitting a written report** to the Faculty Senate.

The trustees approved new endowments totaling \$8,620,647 which includes \$558,600 for scholarships at Nursing, MSASS, the College of Arts and Sciences, Medicine and Engineering.

There were Endowments of \$5,500,000 to establish three new professorships and gifts to support the November Meeting Center at the Squire Valleevue Farm, Tinkham Veale University Center and Toby's Plaza were approved by the Trustees. The Trustees approved amendments to rename and repurpose thirteen endowments.

The Trustees approved all Junior, Senior and Emeritus faculty Appointments. There were 14 faculty appointments and 10 reappointments to professorships that were approved. Of the 14 new appointments, three were inaugural appointments.

The Trustees approved the following:

- Modification of the terms of 1) the reappointment of Anthony J. Pearson to the Rudolph and Susan Rense Professorship in Chemistry and 2) the appointment of Malcolm E. Kennedy to the Hurlbut Professorship in Chemistry
- The award of degrees August 2016: 59 undergraduate and 256 graduate – total 315
- To change the manner in which the date is displayed on diplomas issued by the University
- The naming of the residence hall located at 1576 East 115th Street near Wade Avenue which opened in the fall of 2015 and is in the community and neighborhood that Congresswoman Stephanie Tubbs Jones served, **the Stephanie Tubbs Jones Hall.**
- A Tobacco-Free Campus Resolution
- To amend the Employees' Retirement Plan B to allow an Immediate Lump Sum and Annuity Window Option under which certain deferred vested participants in the Plan will have the opportunity to elect an immediately commencing benefit.
- The Appointments as Distinguished University Professors: Mary D. Barkley, David Cooperrider, Krzysztof Palczewski, and Glenn Starkman
- Major in Chinese at the College of Arts and Sciences
- Minor in Sports Nutrition at the School of Medicine
- Master of Arts in Military Ethics
- Bachelor of Science in Data Science and Analytics
- Resolution of Appreciation for Long-Term Staff – 1 staff with 45 years of service and 20 staff with 35 years of service
- Resolution of Gratitude in memory of Patricia Kilpatrick
- Project in Concept for the Lucia Smith Nash Walkway
- Appointment of Independent Auditors for the Fiscal Year Ending June 30, 2015
- Fiscal Year 2017 Operating Budget
- The Refinance of bonds through the OHEFC

Report provided by Arlishea Fulton, senior counsel, Office of General Counsel



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MEMORANDUM

To: Pamela B. Davis, MD, PhD
Dean, School of Medicine
Case Western Reserve University

From: William Schilling, PhD
Chair, Faculty Council

Re: Merging the Department of Environmental Health Department into the
Department of Epidemiology and Biostatistics

Date: March 18, 2016

At its February 15, 2016, meeting, the Faculty Council voted to recommend approval to merge the Department of Environmental Health Sciences into the Department of Epidemiology and Biostatistics. Dr. Jonathan Haines, PhD, brought this motion to Faculty Council. He is the Chair of the Department of Epidemiology and Biostatistics and the interim Chair of the Department of Environmental Health Sciences.

Dr. Haines' proposal letter provides a summary of environmental health sciences in the School of Medicine from the late 1960's through the formation of the Center for the Study of Environmental Health in 1982, the establishment of the Department in Environmental Health Sciences in 1985 and the creation of the Mary Ann Swetland Center for Environmental Health in 2003. The letter also summarizes the current status of the Department of Environmental Health Sciences in which there are no primary faculty appointments in the Department, the Master's and PhD programs have been suspended, and there are no current students in those programs.

During the meeting, Dr. Haines discussed that after Dr. Dearborn's retirement in 2014, there are no primary faculty, the secondary faculty are not active in any role in the department, and only one educational course taken by MPH students within Epidemiology and Biostatistics. He also mentioned that the family of the donor (Mary Ann Swetland) are interested in pursuing a dual mission of research and community improvement with a special focus on the interaction of cancer and the environment, something that aligns with current projects and activities with the Department of Epidemiology and Biostatistics.

After Dr. Haines' presentation, the Faculty Council asked questions and discussed the request. A motion was made to support the merging of the departments and send to the Dean for consideration and transmittal to the Faculty Senate. The motion was seconded, and a vote was called. All members voted in favor, there were no vote against the motion, and no one abstained.

After your review, I hope you will join me in recommending approval of the proposal to merge the Department of Environmental Health Sciences into the Department of Epidemiology and Biostatistics by the Faculty Senate and Board of Trustees as required by the Faculty Handbook.

Please let me know if I can provide any additional information.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "William P. Schilling". The signature is written in a cursive style with a large, prominent initial "W".

William P. Schilling, Ph.D.
Faculty Council Chair
Professor of Physiology and Biophysics
Case Western Reserve University School of Medicine

cc: Nicole Deming, JD, MA



SCHOOL OF MEDICINE
CASE WESTERN RESERVE
UNIVERSITY

Jonathan L. Haines, PhD
Professor and Chairman
Department of Epidemiology and Biostatistics
Mary W. Sheldon, MD Professor of Genomic Sciences
Director, Institute for Computational Biology

Wolstein Research Building
Suite 2-529
2103 Cornell Avenue
Cleveland, Ohio 44106

September 28, 2015

Phone 216.368.3197

Pamela B. Davis, M.D., Ph.D.
Dean, School of Medicine
Case Western Reserve University
Cleveland, OH 44106

Dear Pam:

With this letter I am formally requesting that the Department of Environmental Health Sciences, of which I am interim chair, be merged into the Department of Epidemiology & Biostatistics, of which I am the permanent chair. As discussed below, I strongly believe this is in the best interests of both departments, the faculty, our students, the School of Medicine, and the University.

Background:

Interest in environmental health sciences in the School of Medicine dates back at least to the late 1960s when David and Mary Ann Swetland catalyzed programming on this topic. The Swetlands met with Dean Fred Robbins to express their interest in “the ecology of man” and to discuss the types of programs they might consider supporting with an endowment. The Swetlands’ major 1969 contribution to CWRU, establishing the Mary Ann Swetland Trust, supported programming around environmental health. Incremental growth in the following years included lectureships by visiting scholars in 1970.

The discipline of environmental health science received national recognition by the establishment of the National Institute of Environmental Health Sciences as part of the NIH in 1969. Environmental health in the School of Medicine garnered its first important dedicated faculty member in 1971 with the recruitment of Samuel S. Epstein, MD, from the Children’s Cancer Research Foundation and Harvard Medical School. Dr. Epstein, with research interests in carcinogenesis and toxicology, was named the David and Mary Ann Swetland Professor of Environmental Health and Human Ecology in 1971. Epstein gave lectures and seminars at CWRU and spent considerable time building environmental health’s profile nationally through his outside lectures. Epstein left CWRU in 1977, and environmental health activity subsided for the next four years.

In 1981, Herbert S. Rosenkranz was recruited to be Professor of Epidemiology and Community Health based on his international reputation in toxicology and microbiology. The school established a Center for the Study of Environmental Health problems and risk evaluation in 1982 with Dr. Rosenkranz appointed as director. In the early 1980s, the center established a number of educational programs geared to medical students, graduate students, the academic community, and regional business and public interest groups. Research programs were also established, some of them truly interdisciplinary, receiving national and international recognition. Faculty in the center demonstrated their ability to compete successfully for support from federal agencies and private foundations. Academic departments in the discipline were established in a number of medical schools, and the discipline experienced rapid growth of professional societies and scientific journals.

With these national trends taking place and five faculty (including Dr. Rosenkranz) holding appointments in the Department of Epidemiology and Community Health but with a focus on environmental health, the realignment of faculty to permit a free-standing department was appropriate. A proposal to realign faculty to establish a separate Department of Environmental Health Sciences was approved by the university's Board of Trustees effective January 1, 1985. Five faculty members moved their primary appointment from the Department of Epidemiology and Community Health to the Department of Environmental Health Sciences, while the remaining epidemiology-related components of the department joined with the formerly independent Department of Biometry to form the Department of Epidemiology and Biostatistics, effective July 1, 1985.

The faculty of the new department grew to include eight full time faculty and succeeded in garnering research and training grant support. Dr. Rosenkrantz left CWRU in the early 1990's and the department was under interim leadership for a substantial time before Dr. Dorr Dearborn was named permanent chair in July 2006. In 2003 the Mary Ann Swetland Center for Environmental Health was established to support research, education, and clinical service. This provided a platform for continued activity of the department, and allowed it to successfully compete for external funding (primarily for Dr. Dearborn) including participation in the National Children's study (now closed by the NIH). Over this time several faculty moved to other positions and others retired, making continued active research and teaching difficult. Only Dr. Dearborn was an active investigator, and the Master's and Ph.D. programs were suspended in 2011.

Current Status:

Environmental Health Sciences: With the retirement of Dr. Dearborn in July 2014, there are no primary faculty appointed in the Department. The Master's and Ph.D. programs have been suspended and no students remain in these programs. Remaining teaching activities are restricted to one course taken primarily by MPH students (a program within Epidemiology & Biostatistics) by a part-time faculty member. The only remaining research is completing current grant-funded efforts by Dr. Dearborn, who is conducting these studies through his emeritus status. The existing secondary faculty do not perform any activities for the department. Thus, from the point of view of the faculty, no departmental activities would be lost by merging the department into the Department of Epidemiology and Biostatistics.

The Mary Ann Swetland Center for Environmental Health, formerly led by Dr. Dearborn, has evolved in a different direction. The family of the donor is most interested in a dual mission of research and community improvement. The research has a special focus on the interaction of the environment with the endocrine system and with cancer. The community improvement has a focus on education, increasing the knowledge of the public about environmental hazards in the broadest sense, and improving health by improving the environment. To this end, Li Li, M.D., Ph.D. was named the Swetland Professor and Director of the Mary Ann Swetland Center for Environmental Health. Dr. Li has his primary appointment in the Department of Family Medicine and Community Health, and a secondary appointment in the Department of Epidemiology and Biostatistics, through which he also manages a new PhD program in clinical investigation. Dr. Li is an expert in the epidemiology of gastrointestinal cancers and has large studies in the U.S. and in China in which he investigates environmental influences on cancer. He has committed to a larger public presence for environmental health, through the NetWellness website and through ideastream, as well as academic and public symposia. However, his base is not in the Department of Environmental Health Sciences.

Epidemiology & Biostatistics: Under the chairmanship of Drs. Rimm and Elston, the Department has substantially grown, provided national and international leadership in multiple related disciplines, developed and extended educational programs at both the Master's and Ph.D. level, and provided a strong collaborative environment across the School of Medicine and the University. Under Dr. Haines, the Department has embraced a unifying theme of big data generation, integration, and analysis. This spans the more traditional disciplines already represented in the Department including epidemiology,

biostatistics, public and community health, health services research, and genetic epidemiology, but it also includes expertise in bioinformatics and medical informatics. However, the data collected and analyzed in these disciplines cannot be put into complete context without understanding the environmental context of these data. There is substantial enthusiasm in the Department to include environmental health research as part of its integrated portfolio.

At present this environmental thrust is represented by Dr. Li, a secondary appointee, and by the Prevention Research Center for Healthy Neighborhoods (PRCHN), directed by Elaine Borawski, Ph.D., and populated by Erica Trapl, Ph.D, and Darcy Freedman, Ph.D., all with primary appointments in the Department. These investigators study the impact of the environment in the broad sense on health. For example, an environment in which there is a scarcity of fresh fruits and vegetables and an abundance of empty calorie foods predisposes to obesity in children, and corner stores that sell flavored little cigars encourages teenage smoking. Drs. Borawski and Trapl have been leaders in community gardens and other strategies to combat the toxic environment. Dr. Freedman is a leader in tracking the use of farmer's markets through mobile devices and social media. In addition, the PRCHN has sought to investigate lack of availability of safe places to play and to exercise, and how that might be ameliorated. Jim Spilsbury, Ph.D., another primary appointee, has several grants to study the environment of violence and its impact on sleep disturbance in children. These programs can be greatly enhanced in the Department by the coming opening of the secure database CLEARPATH, which will allow synchronization and integration of multiple different data types and streams. CLEARPATH is a resource being developed by the Institute for Computational Biology, which Dr. Haines also directs. CLEARPATH will enable the integration of both biological and environmental data, such as those from the MSASS databases on community foreclosures, water shutoffs, etc., with health statistics, disease patterns and other available information on the impact of environment on health.

Proposal:

The research, teaching, and service missions and goals of the Department of Environmental Health Sciences have become increasingly connected and integrated with the mission and goals of the Department of Epidemiology & Biostatistics. With the retirement of Dr. Dearborn, the Department of Environmental Health Sciences has no active faculty and no prospect of independently continuing its mission and goals. The active and growing programs within Epidemiology & Biostatistics represent an excellent foundation on which to build a sustainable environmental health program. Thus we propose merging the goals, activities, and resources of the Department of Environmental Health Science into the Department of Epidemiology & Biostatistics. The Mary Ann Swetland Center for Environmental Health would be administered through the Department of Epidemiology & Biostatistics, along with the additional small endowments. The Master's and Ph.D. programs would also be moved to the Department, so that they can be reviewed, revised, and revitalized. This will be done to identify the focus of expertise and need in the broad area of Environmental Health, and will be coordinated with existing Departmental programs, such as our Master's in Public Health (MPH).

Summary:

The Department of Environmental Health Sciences has made a number of important contributions to the School of Medicine and the University, but this has been episodic in nature, dependent primarily on individuals, rather than a critical mass of faculty, and has been difficult to sustain. The Department currently has no primary faculty and few secondary faculty, is responsible for virtually no teaching, and with the exception of wrapping-up of the final funded research of Dr. Dearborn, no research activities. The Department of Epidemiology & Biostatistics, with its growing interest in integrating data and expertise across disciplines and particularly its interest in integrating environmental exposure data with biological and clinical data, is the most logical home for continuing the tradition of excellence that each of the previous chairs brought to the Department of Environmental Health Sciences.

Sincerely,

A handwritten signature in black ink that reads "Jonathan L. Haines". The signature is written in a cursive, flowing style.

Jonathan L. Haines, PhD
Professor and Chair
Department of Epidemiology and Biostatistics
Director, Institute for Computational Biology
Interim Chair, Department of Environmental Health Sciences
Mary W. Sheldon, MD Professor of Genomic Sciences
Case Western Reserve University School of Medicine

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March 24, 2016

Roy Ritzmann, PhD
Chair, Faculty Senate
c/o Rebecca Weiss, Secretary of the University Faculty
Adelbert Hall
7001

Dear Professor Ritzmann:

As noted in the accompanying memo from Professor Bill Schilling, Chair of the School of Medicine's Faculty Council, the Faculty Council has recommended approval of a proposal to merge the Department of Environmental Health Sciences into the Department of Epidemiology and Biostatistics.

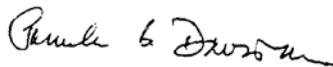
Professor Jonathan Haines is the chair of the Department of Epidemiology and Biostatistics and the interim chair of the Department of Environmental Health Sciences. There are currently no faculty with primary appointments in the Department of Environmental Health Sciences, no active education programs and students enrolled in these programs. At the same time, the programs in the Department of Epidemiology and Biostatistics are active and expanding. New opportunities will arise by integrating the missions of these departments including a review and revisualization of the graduate programs currently dormant in the Department of Environmental Health Sciences.

Professor Haines presented this proposal to Faculty Council in February. The proposal was then voted on and unanimously approved by the Faculty Council. I concur with the Faculty of Medicine and recommend approval of this merger.

Please submit the proposed merger of the Department of Environmental Health Sciences into the Department of Epidemiology and Biostatistics to the appropriate committees for their review at their earliest opportunity. I would be pleased to answer any questions that might arise during the review process.

Thank you.

Sincerely,



Pamela B. Davis, MD, PhD

c: Bill Schilling, Chair, Faculty Council
Nicole Deming, Assistant Dean for Faculty Affairs and Human Resources, SOM

enclosures

1978 – 79
1979 – 80
1980 – 81
1981 – 82
1982 – 83
1985 – 86
amended 5/92
approved by faculty senate 5/92
amended 1/95
approved by faculty senate 4/95
corrections to the 11/02 amendments 12/12/02
approved by faculty senate 1/03
amended 4/04
approved by faculty senate 5/04
amended 2/07
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amended 1/10
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approved by faculty senate 1/11
approved by faculty senate 10/11
approved by faculty senate 4/12
approved by faculty senate 10.25.12
approved by faculty senate 1/14
approved by faculty senate 12.17.14

CASE WESTERN RESERVE UNIVERSITY
FRANCES PAYNE BOLTON SCHOOL OF NURSING

BYLAWS OF THE FACULTY

ARTICLE I

PURPOSE OF THE BYLAWS

These bylaws of the Frances Payne Bolton School of Nursing of Case Western Reserve University (1) define the duties of the Faculty of Nursing, committees and officers, (2) provide for establishment of committees and (3) provide for election of representatives of the Faculty of Nursing to the Faculty Senate, and to university assemblies as requested.

ARTICLE II

RESPONSIBILITIES OF THE FACULTY OF NURSING

Section 1: This faculty shall have responsibility to:

- a. Adopt rules to govern its procedures, provide for its committees and make recommendations to the dean for such organization of the teaching staff as it may determine.
- b. Organize and execute the educational program of the School of Nursing including admission and progression policies, curriculum content, degree requirements, instruction, and establishment and dissolution of academic programs, other than degree programs which require additional review and approval procedures as noted in the Faculty Handbook
- c. Make recommendations to the dean of initial appointments to the ranks of instructor, assistant professor, associate professor and professor.
- d. Establish policies relating to appointment, re-appointment, promotion and tenure for voting faculty and policies for appointment and promotion for special faculty members.
- e. Make recommendations to the dean for tenure and promotion of faculty.
- f. Elect members to the Faculty Senate and to university assemblies as requested.

ARTICLE III

MEMBERSHIP

Section 1 Exception to Rule In Faculty Handbook

Because of the practice nature of the discipline, the Provost has granted the School of Nursing an exception to the Faculty Handbook provision requiring that a majority of the voting faculty shall be tenured or tenure track. The goal of the School of Nursing is to reach such a majority.

Section 2 Voting members

The president and the chief academic officer of the university next in rank to the president and all persons holding full-time tenured/tenure track and full-time non-tenure track appointments to Faculty of Nursing at the rank of professor, associate professor, assistant professor, and instructor shall be voting members of the faculty.

Section 3 Special Faculty (Non-voting members)

Special faculty shall consist of faculty members who are appointed by the dean of the school and 1.) hold full-time academic appointments but have specific, limited responsibilities for the duration of a specific project or for a limited duration, or 2.) hold part-time academic appointments. Special faculty shall have voice but no vote except as noted in Article VII, Section 1 b. Subject to approval by the provost, the types and titles of special faculty are as follows:

a. Lecturer

All persons designated as lecturer are those:

1. Who have responsibility for teaching one or more courses included in the school's curricula; and
2. Whose academic qualifications and competencies are other than those foreestablished university ranks.

b. Clinical Faculty

Includes all persons designated at the ranks of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor, and whose primary appointments are in service agencies whose resources provide settings, by agreement, for students and faculty to have opportunities to engage in education, research and service in accordance with policy and procedures of the School of Nursing.

c. Preceptor

All persons designated as preceptor are those:

1. Whose academic qualifications and competencies are other than those foreestablished university ranks
2. Whose primary appointments are in service agencies whose resources provide settings, by agreement, for students and faculty to have opportunities to engage in education, research and service in accordance with policy and procedures of the School of Nursing.

d. Adjunct Appointments

Persons designated at university ranks of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor are those:

1. Whose special competencies can provide a desired complement for some designated service, activity or development of the School of Nursing; and
2. Whose academic qualifications meet criteria established for appointees at the same ranks and tracks as shown in Attachment A.

e. Research Faculty

Persons designated at university ranks of research assistant professor, research associate professor, or research professor are those whose primary responsibilities are related to the research mission of the school and university. Neither teaching nor service (other than that related to the research mission) is part of the responsibilities of the research faculty member.

1. Research experience and qualifications are comparable to those of tenured/tenure track faculty at corresponding ranks.
2. Appointment as a research faculty member is contingent upon the availability of research funds to totally cover costs of the research and compensation. The appointment will terminate either prior to or at the end of the current appointment period in the absence of sufficient funds to cover these costs.
3. In the case of new appointments and promotions, the Committee on Appointment, Reappointment, Promotion and Tenure will provide a full review, comparable for that done for appointments and promotions of regular faculty to the ranks of assistant professor, associate professor, and full professor.

ARTICLE IV

SELECTION OF TRACK

Tenure or non-tenure track must be identified at the time of appointment or promotion to assistant professor or higher. The pre-tenure period in the School of Nursing begins at the rank of assistant professor or higher in the tenure track and is nine (9) years in length.

Tenured and tenure track faculty member obligations to the university include 1) teaching, 2) research, and 3) service to the university community. Non-tenure track faculty member obligations include two of the three.

ARTICLE V

OFFICERS

Section 1 Chairperson – The president of the university shall preside at faculty meetings. In the president's absence, the chair of the Executive Committee shall chair the meeting; in the absence of the Executive Committee chair, the dean's designee shall preside.

Section 2 Secretary – The secretary shall be appointed annually by the Executive Committee. The functions of the secretary are:

- a. Monitoring the preparation of the minutes of the faculty meetings. Signing the official copy of the minutes.
- b. Being responsible for distribution of these minutes to the faculty.
- c. Serving on the Executive Committee.

ARTICLE VI

MEETINGS

Section 1. Regular Meetings – At least four (4) regular meetings shall be held between September 1 and May 31.

Section 2. Special Meetings – Special meetings may be called by the president, by the dean or upon request of three members of the voting faculty.

Section 3. Executive Committee Meetings – At least four (4) meetings shall be held between September 1 and May 31.

Section 4. Quorum – Twenty five percent of the voting members of the faculty shall

constitute a quorum.

Section 5. Voting Body– See Article III, Sections 2 and 3 of these bylaws.

Section 6. Notice- The Chair, or, on the Chair's designation, the Secretary shall notify each member of the faculty at least one week before each regular and special meeting. Such notification shall be in writing and shall specify the time and place of the meeting.

ARTICLE VII

STANDING COMMITTEES

Section 1 Membership and Voting Privileges

- a. The president of the university and the dean of the School of Nursing shall serve as members ex-officio of all faculty committees. Ex-officio status here and in subsequent sections of the bylaws carries with it voting privileges.
- b. Persons holding appointments as special faculty may serve on committees and may vote in committees unless otherwise indicated in these bylaws.
- c. Students serving on standing committees of this faculty may vote in committees unless otherwise indicated by these bylaws.
- d. A faculty member may serve in no more than two (2) elected positions per year on standing committees of these bylaws.
- e. An elected member shall be eligible for no more than two (2) consecutive terms on the same committee. An appointment to fill a vacancy on a committee does not constitute a term.
- f. An administrative person serving as an ex-officio member of a standing committee shall convene the first meeting of the year, assist with administrative functions of the committee and provide continuity in the committee activities.
- g. A quorum of any standing committee shall be one half the voting members unless specifically stated in the by-laws.

Section 2 Election and Appointment– The members of all standing committees shall be elected by the voting faculty or appointed as specifically stated. Faculty nominate themselves for positions on the ballot prepared by the Executive Committee. Committee vacancies will be filled by Executive Committee appointment. Elections will be held spring semester with newly elected and appointed members assuming duties beginning fall semester.

Section 3 Term of Office– The members shall serve for a specified term on each appointed or elected committee as designated in Article VII, Sections 6-15 of these bylaws.

Section 4 Chairperson– When the chairperson of a standing committee is not designated, and an ex-officio member is not regularly a member of the committee, a faculty member selected by the Executive Committee shall convene the first meeting of the academic year. The chairperson of each standing committee shall be elected annually in the fall by committee members, unless otherwise specified.

Section 5 Reporting– Each standing committee shall submit a written report at least one time per semester and following each regularly scheduled meeting if they occur more often .

Section 6 Executive Committee of the Faculty

- a. Membership– The committee shall be composed of:
 1. Seven (7) faculty members: six (6) members shall be voting faculty; one (1) shall be special faculty.
 2. The dean of the School of Nursing – *ex-officio*.
 3. The Associate Dean for Academic Affairs or an administrative officer who has academic status, appointed by the dean – *ex-officio*.

4. The associate dean for research – *ex-officio*.
5. The secretary of the faculty – *ex-officio*.
6. School representative to Faculty Senate Executive Committee – *ex-officio*

b. Term - Faculty shall be elected for a term of two (2) years. Four (4) faculty members shall be elected in even years and four (4) faculty members elected in odd years.

c. Functions

1. Identify immediate and long-range issues needing faculty study and action.
2. Provide all faculty the opportunity for discussion of proposals for faculty action.
3. Prepare the agenda for each faculty meeting.
4. Prepare and submit proposed changes in the bylaws to all faculty.
5. Prepare a ballot and conduct an election for all elected positions within the school and university. Electronic ballots are permissible.
6. Appoint *ad hoc* committees of the faculty. The Executive Committee shall provide each such *ad hoc* committee with a specific charge stated in writing and the *ad hoc* committee shall confine itself to the fulfillment of this charge unless otherwise authorized in writing by the Executive Committee. The maximum term of any such *ad hoc* committee shall be twelve months, subject to extension at the discretion of the Executive Committee.
7. Act on behalf of the faculty between regular meetings of the faculty. Such action shall be reported by the chairperson of the Executive Committee at the next regular meeting of the faculty.
8. Make appointments to fill vacancies on standing and *ad hoc* committees unless otherwise stated in these bylaws.
9. Make recommendations to the dean on faculty-requested academic leaves of absence.
10. Evaluate specific cases of student progression/retention as requested by program directors, students, or academic integrity board.

Section 7

Budget Committee

- a. Membership – The committee shall be composed of:
 1. Six (6) voting faculty members three (3) of whom are elected and three (3) of whom are appointed. Appointments are made by the Executive Committee.
 2. The Dean of the School of Nursing – *ex-officio*
- b. Term – Voting faculty are elected or appointed for a three (3) year term with one (1) faculty elected and one (1) faculty appointed each year.
- c. Functions
 1. Review proposed budgets for consistency with strategic plan priorities.
 2. Review fiscal reports biannually and as needed.
 3. Advise the Dean on fiscal matters.
 4. Advise the Dean on the number and type of faculty and staff positions.
 5. Recommend to the Dean allocation of resources to faculty.

Section 8 Committee on Curricula

- a. Membership – The committee shall be composed of:
1. Four (4) voting faculty members and one (1) special faculty member.
 2. ~~No more than four (4) and a~~ minimum of one (1) student from any of the following programs: BSN, MSN, GENP, or DNP.
 3. Program directors for the BSN, GENP, MSN and DNP programs – *ex-officio*.
 4. The Associate Dean for Academic Affairs – *ex-officio*.
 5. The Registrar for the School of Nursing will serve in an advisory (non-voting) capacity.

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- b. Term – Voting faculty shall be elected for a term of two (2) years. Two (2) voting faculty members shall be elected in even years and two (2) voting and one (1) special faculty member shall be elected in odd years. Students are selected by the appropriate student association and serve for one (1) year. ~~The Associate Dean for Academic Affairs will work with the USNA and GSNA student associations and Program Directors to recruit students.~~

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c. Functions

1. Evaluate the curricula and courses in the BSN, GENP, MSN, and DNP programs, and other approved academic programs..
2. Recommend to faculty changes to existing programs or courses, creation of new programs, specialties, majors or courses, and deletion of current programs, specialties, majors or courses.

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Section 9 Committee on Admission to the Graduate Entry Nursing Program (GENP).

- a. Membership – The Committee shall be composed of:
1. Five (5) elected and up to three (3) appointed faculty members all of whom must be voting faculty.
 2. Director of the GENP Program who shall serve as chair.
- b. Term – Faculty shall be elected for a term of two (2) years; three (3) members shall be elected in even years and two (2) members elected in odd years. Up to three (3) faculty shall be appointed annually by the director of the GENP program.
- c. Functions
1. Evaluate GENP program admission policies and criteria and recommend changes to the faculty.
 2. Interview non-nurse, post-baccalaureate applicants to the GENP program.
 3. Admit applicants to the GENP program.

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Recommend policies to the faculty regarding the progression and graduation of students

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Section 10 Committee on Admission to the Doctor of Nursing Practice Program (DNP)

- a. Membership – The committee shall be composed of:
1. Three (3) elected and two (2) appointed faculty members all of whom must be voting faculty.
 2. Director of the DNP program who shall serve as chair.
- b. Term – Faculty shall be elected for a term of two (2) years; two (2) members shall be elected in even years and one (1) member elected in odd years. Two (2) faculty shall be appointed annually for one (1) year terms by the Director of Post-Master's DNP Program.
- c. Functions
1. Evaluate DNP program admission criteria and policies and recommend changes to the faculty.

2. Interview applicants for admission to the DNP program.
3. Admit qualified applicants to the DNP program.

Section 11 Committee on Admission to the Master of Science in Nursing (MSN) Program

- a. Membership – The Committee shall be composed of:
 1. Four (4) members; all must be voting faculty.
 2. Director of the MSN Program, who shall serve as chair.
- b. Term – Faculty shall be elected for a term of two (2) years; two (2) members shall be elected in even years and two (2) members elected in odd years.
- c. Functions
 1. Evaluate admission policies and criteria, for the MSN Program and recommend changes to the faculty.
 2. Admit qualified applicants for admission to the MSN program.
 3. Interview applicants, if appropriate.

Section 12 Bachelor of Science in Nursing (BSN) Program Admission and Progression Committee

- a. Membership – The committee shall be composed of:
 1. Two (2) elected and two (2) appointed faculty members all of whom must be voting faculty. Faculty shall be appointed by the director of the BSN program.
 2. Director of the BSN Program, who shall serve as chair.
- b. Term – One (1) faculty shall be elected and one (1) shall be appointed in even years; one(1) faculty shall be elected and one (1) faculty shall be appointed in odd years; elected and appointed faculty shall serve two (2) year terms. Faculty shall be appointed by the director of the BSN program.
- c. Functions
 1. Evaluate Bachelor of Science in Nursing admission policies and criteria and recommend changes to the Office of Undergraduate Admission.
 2. Evaluate applications as requested by the Office of Undergraduate Admission.
 3. Advise the director of the BSN program on issues of admission and progression of individual undergraduate nursing students.

Section 13 Grievance Board

The Grievance Board will hear matters related to School of Nursing-related grievances which may include, but are not necessarily limited to; (1) All aspects of the educational process, involving student performance, evaluation, grading, status, and/or progression; (2) Data pertaining to student records, grades, etc., which are not covered by the Federal Family Educational Rights and Privacy Act regulations and procedures; (3) Questions of professional conduct by or toward students; and (4) Actions perceived by students as unfair, discriminatory, or intimidating.

- a. Membership
 1. ~~Three (3) voting members of the faculty shall be elected. Two (2) student representatives shall be appointed as needed by the student group affiliated with the student who initiated the grievance.~~
 2. One (1) of the elected faculty members will be designated as chairperson by the dean.
 3. ~~A Chair, two faculty members and two students will constitute a quorum for the committee meeting.~~
 4. If for any reason there are not at least two (2) faculty and two (2) student members of the Grievance Board available to hear the grievance, the Executive Committee of the faculty shall designate faculty member(s) as replacements and the Executive Committees of the Student Associations designate student

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 Three (3) voting members of the faculty shall be elected. Student representatives shall ¶
 be appointed as needed from each of the three (3) student groups (Undergraduate Student Nurses Association for BSN, Graduate Student Nurses Association for MSN, MN, DNP, and PhD Student group for PhD). Each student group will appoint at least one student member to serve on the Board.¶

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member(s) as replacements.

b. Term – Faculty shall be elected for a term of two (2) years. Two (2) shall be elected in odd-numbered years and one (1) in even-numbered years.

c. Functions

1. Schedule and conduct hearings according to policy and procedure after notification of an official notice of a grievance.

2. Submit recommendations to the dean upon adequate deliberations following the hearing.

Section 14

Academic Integrity Board

The Academic Integrity Board will hear matters related to any activity that compromises the academic integrity of the University, or subverts the educational process; as described in the student handbook. To the extent that the matter relates to student standing or promotion, it shall be considered by the Executive Committee instead.

a. Membership

1. Three (3) voting members of the faculty shall be elected. ~~An equal number of students and faculty will be selected to serve on the Academic Integrity Board. Student representatives shall be appointed as needed from the Graduate Student Nurses Association.~~ All will serve as voting members.

2. One (1) of the elected faculty members will be designated as Chairperson by the Dean or designee.

3. ~~Two faculty members and two students will constitute a quorum for the committee meeting.~~

4. If for any reason there are not at least two (2) faculty and two (2) student members of the Academic Integrity Board available to serve, the Executive Committee of the faculty shall designate faculty member(s) as replacements and the Executive Committee of the Graduate Student Nurses Association designate student member(s) as replacements.

5. Associate Dean for Academic Affairs – *ex officio (non-voting)*.

6. Administrator from Student Services – *ex officio (non-voting)*.

b. Term

Faculty shall be elected for a term of two (2) years. Two (2) faculty shall be elected in odd numbered years and one (1) in even numbered years.

c. Functions

1. Undergo training regarding Academic Integrity policies and processes.

2. Schedule and conduct hearing according to policy and procedure after official notification of a potential violation of academic integrity for which the School of Nursing has jurisdiction.

3. Submit recommendations to the Associate Dean for Academic Affairs upon adequate deliberations following the hearing.

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Section 15

Committee on Faculty Appointment, Reappointment, Promotion and Tenure

a. Membership

1. The Dean of the school who serves as chairperson.

2. All voting members of the faculty holding rank of professor with tenure.

3. Additional members may be appointed from among the tenured faculty at the discretion of the Dean so long as the number does not exceed the number of professors with tenure.

b. Functions

1. Recommend to the faculty revisions or changes in the definitions of faculty appointments to the School of Nursing. (see attachment A)

2. Make recommendations for emeritus status.

3. Review university and school policies relevant to faculty appointments, reappointments, promotion and tenure and to make recommendations for needed change through appropriate channels to the faculty of nursing and to the Faculty Senate.

4. Review procedures relevant to faculty appointments, reappointments, promotion and tenure and make recommendations for needed change through appropriate channels to the faculty of nursing and to the Faculty Senate.

5. Recommend appointments, reappointments, promotions and tenure for the voting faculty.

6. Review the resources and time (taking into account rank and type of faculty appointment) needed for scholarly growth, academic achievement and professional development including the commitment of resources that accompanies an award of tenure, and recommend changes to the faculty of nursing and administration.

Section 16 Committee for Evaluation of Programs

a. Membership

The committee shall be composed of:

1. Four (4) voting faculty members and one (1) special faculty member.

1. A minimum of one (1) student and no more than four (4) students from any of the following programs: BSN, MSN, GENP, DNP or PhD. ~~The Associate Dean for Academic Affairs will work with the USNA and GSNA student associations and Program Directors to recruit students.~~

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2. The program directors for the BSN, MSN, GENP, DNP and PhD Programs – *ex officio*.

3. The Associate Dean for Academic Affairs – *ex officio*.

4. The Director of Institutional Research for the School of Nursing – *ex officio*.

b. Term

Faculty shall be elected for a term of two (2) years; two (2) members to be elected in even years, and two (2) members elected in odd years. Student members shall be selected by the respective student associations annually.

c. Functions

1. Develop forms and procedures to evaluate educational process, course and program outcome criteria. Individual faculty members and program directors will be responsible for evaluating courses and teaching effectiveness.

2. Implement, monitor and revise an ongoing system for evaluation.

3. Report its findings and recommendations to the faculty for action.

Section 17 PhD Council of the School of Nursing

a. Membership

1. Eleven (11) elected members with voting privileges.

a. Eligible for election:

i. Research doctorate (e.g., PhD, DNSc, EdD).

And

ii. Eligible to chair PhD dissertations as defined by the School of Graduate Studies (SGS) (i.e. tenured, tenure-track, or special approval from the SGS)

Or

iii. Currently teaching a course in the PhD nursing program

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b. Composition:

i. Full professors = 3

ii. Associate professors = 4

iii. Assistant professors = 4

2. Ex officio members (with voting privileges) will include:

1. Dean of the School of Nursing,
2. Director of PhD program in nursing program,
3. Associate Dean for Academic Affairs,
4. Associate Dean for Research,
5. Chairperson of the PhD admissions committee (if not already serving as an elected member of PhD Council)

3. One PhD student representative (non-voting)

b. Elections

1. Faculty members will nominate themselves or be nominated by colleagues. Members will be elected from the pool of nursing faculty members who meet the eligibility criteria defined above.
2. Eligibility for placement on the ballot will be verified by a two (2) to three (3) member subcommittee of the PhD Council.

c. Terms of office

1. Terms of office will be staggered with elections held in the Spring semester each year with the following rotating schedule:
 - a. Year A: election of 1 full professor, 1 associate professor, and 2 assistant professors.
 - b. Year B: election of 1 full professor, 2 associate professors, and 1 assistant professor.
 - c. Year C: election of 1 full professor, 1 associate professor, and 1 assistant professor.
2. Members may serve for not more than two (2) consecutive terms (unless otherwise deemed necessary by the PhD council).
3. If a Council member is unable to fulfill his or her term for any reason, the remaining members of the PhD Council will appoint another eligible faculty member to fulfill the term.

d. Functions

1. Establish and maintain criteria for appointment of PhD Council.
2. Establish and maintain all policies for admission, progression, candidacy, and graduation of students in accordance with the policies governing requirements for the PhD in Nursing and the School of Graduate Studies.
3. Develop, evaluate, and change the curricular requirements of the PhD in nursing program.
4. Provide advice to the program director on issues related to admission, progression, and evaluation of courses and PhD program.
5. Collaborate with the Office of Student Services at the School of Nursing in PhD student recruitment.
6. Communicate with and obtain feedback from the pool of nursing faculty members who hold research doctorates (e.g., PhD, DNSc, EdD).
7. Monitor the progress of the PhD program in meeting quality indicators.

e. Meetings

1. Monthly meetings will be held during the academic year and as needed during the summer months.
2. Meetings will be open to all nursing faculty members with research doctorates (e.g., PhD, DNSc, EdD).

Section 18 Committee on Admission to the PhD Program

a. Membership

1. Six (6) members; all voting faculty members with research doctorates (e.g., PhD, DNSc, EdD).

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- a. Eligibility for election:
 - i. Research doctorate (e.g., PhD, DNSc, EdD).
And
 - ii. Eligible to chair PhD dissertations as defined by the School of Graduate Studies (SGS) (i.e. tenured, tenure-track, or special approval from the SGS)
Or
 - iii. Entirely teaching a course in the PhD nursing program

2. Chairperson elected from ~~the PhD admissions committee (will serve as Ex-officio member of PhD Council if not already serving as an elected member).~~

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3. Director of the PhD program is a member Ex-officio.

4. ~~Ad hoc members – in the event of increased workload or unavailability of elected members, members of the PhD Council may serve as interviewers and cast a ballot.~~

b. Election

Faculty members will nominate themselves or be nominated by colleagues; members will be elected by the pool of nursing faculty members who meet the eligibility criteria to serve on the PhD Council as defined above.

c. Terms of office

- 1. Faculty shall be elected in the Spring semester of each academic year for a term of two (2) years; three (3) members shall be elected in even years and three (3) members elected in odd years.
- 2. If a committee member is unable to fulfill his or her term for any reason, the remaining members of the PhD Council will appoint another eligible faculty member to fulfill the term.

d. Function

Recommend to the Director of PhD Program and School of Graduate Studies qualified applicants for admission to the PhD in nursing program and for scholarships or fellowship

ARTICLE VIII

SPECIAL COMMITTEES

Special committees may be designated to carry on faculty business not otherwise specified in these bylaws. Members shall be appointed by the dean. Special committees shall submit regular reports to the faculty.

ARTICLE IX

UNIVERSITY FACULTY SENATE

Section 1 Representation

- a. The faculty of nursing shall elect senators to the Faculty Senate. The number of senators shall be in accordance with the Constitution of the University Faculty.
- b. The student body of the School of Nursing may have elected members on the Faculty Senate in accordance with the Constitution of the University Faculty.

Section 2 Election

- a. The senatorial elections shall be held in the spring term.
- b. Faculty Senators from the School of Nursing shall be voting members of the faculty. These senators shall be elected to serve three (3) year terms; one-third of them shall complete their term of office on commencement day each year. A Senator shall not be seated unless at least 40% of the voting members have returned ballots in the election.

ARTICLE X

REVISION OF BYLAWS

These bylaws may be amended by a two-thirds affirmative vote of the voting members present at any meeting, provided copies of proposed changes have been distributed to all members, both voting and nonvoting, at least two (2) weeks before the meetings at which the vote is taken.

If changes have not been distributed at least two (2) weeks in advance, these bylaws may be amended by a 95% affirmative vote by the voting members of the faculty present at any meeting.

ARTICLE XI

PARLIAMENTARY AUTHORITY

Robert's Rules of Order Newly Revised (most recent revision)

Case Western Reserve University Frances
Payne Bolton School of Nursing Bylaws
Attachment A (Effective July 1, 2005)

Criteria for Appointment, Reappointment, Promotion and Tenure for Voting Tenured/tenure Track, and Nontenure Track and Special
Faculty Members

	<u>Full-Time Tenured/tenure Track</u>	<u>Full-Time Nontenure Track</u>	<u>Special</u>
Obligations:	teaching, research and track service to the University community	2 of the 3 listed for tenure track	1 of the 3 listed for tenure
Lecturer	criteria not applicable	criteria not applicable	Academic qualifications and competencies are other than those for established University ranks.
Instructor	criteria not applicable	<ol style="list-style-type: none"> 1. Master's degree in nursing or Master's degree in a field of special need. 2. Evidence of competence in teaching and in the practice of nursing or in a field of special need. 3. Recognized professional expertise and leadership in a specialty area. 	<ol style="list-style-type: none"> 1. Master's degree in nursing or masters degree in a field of special need. 2. Evidence of competence in teaching and in the practice of nursing or in a field of special need. 3. Recognized professional expertise and leadership in a specialty area.
Assistant Professor	<ol style="list-style-type: none"> 1. Earned doctorate. 2. Experience in teaching and research in area of expertise. 3. Scholarly productivity as evidenced by research, publications in refereed journals, presentations, school/professional committee memberships, and state and local recognition. 	<ol style="list-style-type: none"> 1. Earned doctorate. 2. Excellence in clinical practice and teaching. 3. Scholarly productivity as evidenced by publications in clinical and professional journals, presentations, school/professional committee memberships, and state and local recognition. 	<ol style="list-style-type: none"> 1. Earned doctorate. 2. Excellence in clinical practice and teaching. 3. Scholarly productivity as evidenced by publications in clinical and professional journals, presentations, school/professional committee memberships, and state and local recognition.

**Associate
Professor**

1. Excellence in teaching.
2. Evidence of academic leadership.
3. Research productivity and scholarship
4. Contribution to international scholarship through publications and presentations.
5. University, School, and professional organization committee membership.
6. Contributions to national organizations.

1. Expertise in clinical practice.
2. Evidence of academic and clinical leadership.
3. Clinical scholarship
4. National and international recognition in the profession.
5. University, School, and professional organization committee membership.
6. Contributions to national organizations.

1. Expertise in clinical practice.
2. Evidence of academic and clinical leadership.
3. Clinical scholarship
4. National and international recognition in the profession.
5. University, School, and professional organization committee membership.
6. Contributions to national organizations.

Professor

1. Major University, School and professional organization committee leadership.
2. Substantive scholarly contributions nationally and internationally.
3. Influence in public policy on a national and international level.

1. Major University, School and professional organization committee leadership.
2. Substantive scholarly contributions nationally and internationally.
3. Influence the development of professional policies through national or international leadership activities.

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From Chapter 2 of the Faculty Handbook

Article VI, Sec. B. Nominating Committee

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

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

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Faculty Senate By-Law VII. Committees

Item i. Committee on the University Libraries.

1) The Committee on the University Libraries shall consist of the Vice President for Information Technology Services, the University Librarian, the Director of the Cleveland Health Sciences Library, the Director of the Library of the School of Law, and Director of the Library of the Mandel School for Applied Social Sciences, *ex officio*; three members from the faculty of the College of Arts and Sciences; one member each from the faculties of the Mandel School of Applied Social Sciences, The Case School of Engineering, the School of Law, and the Weatherhead School of Management; one each from the faculties of the schools of Dental Medicine, Medicine, and Nursing; and one undergraduate student elected by the Undergraduate Student Government, one graduate student elected by the Graduate Student Senate, and one postdoctoral scholar/fellow elected by the Post Doctoral Researchers Association. The ten faculty members shall be elected by the Faculty Senate. The term of membership for faculty on the Committee on the University Libraries shall be three years; three members shall be elected each year. Each elected faculty member of the Committee shall be eligible for re-election only after the lapse of at least one year following the expiration of two consecutive three-year terms of membership. The term of membership for student and postdoctoral scholar/fellow members shall be one year, beginning immediately upon their election to the Committee at the first regular meeting of the Faculty Senate subsequent to Commencement each year. Student and postdoctoral scholar/fellow members shall be eligible for re-election annually. The Chair or the designee of the Committee on Information & Communication Technology shall sit *ex officio* on the Committee on University Libraries, and the Chair or the designee of the Committee on University Libraries shall sit *ex officio* on the Committee on Information & Communication Technology.

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

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Faculty Senate Compensation Committee Report On CWRU Faculty Salaries

Approved by the Faculty Compensation Committee, March 22, 2016

For the past three years the Faculty Senate Compensation Committee has had the opportunity to review reports comparing CWRU faculty salaries to AAU faculty salaries which were prepared by the Institutional Research Office. These analyses had been authorized by the CWRU administration because CWRU is a member of AAU and competes with AAU institutions both for faculty and students. They compared CWRU faculty salaries to faculty salaries from institutions that participated in the AAU salary exchange for the years of 2012–13, 2013–14, and 2014–15. Beginning in 2013–14, salaries were reported by tenure status and in most instances included base salaries only.

While comparative data for the School of Medicine and Dentistry have been reviewed previously by the Faculty Compensation Committee, concern has been expressed that these data may underestimate the relative compensation of faculty in these units because of the low number of AAU Medical and Dental schools reporting salary data. Because of this, comparison data from these two units are **not** presented in this report. Nonetheless, members of the Faculty Compensation Committee maintain that the proposals described in this report are university wide recommendations that are consistent with current status and aspirations of all academic units at Case Western Reserve University.

Overall, results from the CWRU/AAU faculty salaries comparisons have not changed substantially across the three years in which they have been reported. For all three years, CWRUs salaries both for tenured and non-tenure-track faculty were substantially lower than the average faculty salaries reported for AAU institutions. To illustrate this, a summary of the data for the 2014 – 15 academic year is presented on Table 1 for tenured/tenured-track faculty, and on Table 2 for non-tenured track faculty.

As indicated on Table 1, faculty salaries for two of six CWRU academic units were **at or above** AAU averages (MSASS and Nursing). However, across the other three academic units, which include 88 percent of the faculty whose salary data were used in this report, average salaries across faculty ranks were below the AAU 15th percentile. The most alarming discrepancies were for faculty from CAS (Math and Natural Sciences) and Engineering whose average salaries were at the AAU 5th percentile

As summarized on Table 2, compensation was somewhat better for non-tenured track faculty. Two academic units reported salaries that were above AAU averages and two other units reported salaries that were within the 40th percentile range. Still, nearly 40% of non-tenured faculty were receiving salaries that were below the AAU 30th percentile.

The Faculty Compensation Committee recognizes that there can be legitimate debate as to whether the AAU institutions that participated in the faculty exchange represent an equitable comparison group for each of the academic units at CWRU. Nonetheless, it is important to note that the national rankings for CWRU are in the mid-range of the AAU institutions that participated in the salary exchange. In addition, tuition rates at CWRU are also in the midrange of the private universities that participated in this study.

The faculty compensation committee also observed that even though the majority of faculty at CWRU receive salaries that are below the AAU 25th percentile, there are substantial discrepancies across academic units within CWRU. These range from a high of the 76th percentile at MSASS to lows that are at or below the 15th percentile in Arts and Sciences, Engineering and Management. Furthermore, two of the highest nationally ranked academic units at CWRU (MSASS and Nursing) compensate tenured/tenure-track faculty at, or above, AAU averages and neither of these schools are currently experiencing budgetary crises.

Discussion Points:

1. The Compensation Committee maintains that there is a substantial discrepancy between the vision and aspirations of CWRU with the average salaries paid to faculty. Although CWRU is currently ranked 37th among national universities, and aspires to even higher national rankings, faculty salaries are substantially lower than salaries paid at comparable prestigious universities.
2. Faculty recruitment, retention and morale are associated partly with compensation. Members of the Compensation Committee are familiar with faculty who have left CWRU partly because of opportunities to obtain higher salaries at other universities. In addition, there are a number of candidates who have turned down faculty offers at CWRU at least partly due to compensation issues.
3. There are no clear policies or targets for CWRU faculty salaries with the exception of increases associated with promotion and tenure. Salaries are established at the school/college level at the discretion of the deans. Insofar as faculty salaries are tied to the financial well being of academic units, there is little likelihood that academic units experiencing budgetary shortfalls will develop and implement plans to achieve parity in faculty compensation.
4. Across academic units, the highest salaries are paid to senior faculty. In the 2014-15 academic year, 19% of CWRU tenured/tenure-track faculty were 65 years and older and nearly 1/2 of these faculty were 70 and older. The average salaries for senior faculty are 30% higher than for tenured/tenure-track faculty who are younger than 65 years. CWRU does not currently offer a university wide retirement incentive program that could free up salaries being paid to this group of faculty. In addition, while options for reduced appointments are described in the faculty handbook, these options are neither incentivized nor marketed by the University. Reduced appointments

have been reported to be interpreted differently across academic units with regard to workload, sometimes in ways that discourage faculty from choosing this option.

5. The Faculty Compensation Committee is not aware of any long term plans by the CWRU administration for addressing faculty compensation. This is in marked contrast to ambitious and visionary University plans for: campus building and development; instructional technology/infrastructure; academic strategic plans; and student recruitment.

Proposal

The Faculty Compensation Committee maintains that the CWRU/AAU faculty salary comparisons provide compelling evidence of a substantial gap between the salaries being paid to faculty at CWRU with the salaries paid to faculty at comparable universities. CWRU is unlikely to sustain or improve its prestige and national rankings without compensating faculty at levels that are at least commensurate with salaries being paid at peer institutions. As a result, there is an urgent need for the University to take bold steps to address this issue. We propose that the following steps be taken:

1. Each academic unit should disseminate reports to the faculty annually in which faculty salaries are benchmarked to AAU Institutions. Peer institutions could be a subset of AAU institutions that are similar to CWRU.
2. CWRU central administration should establish a university wide goal of compensating faculty at a level that is at, or above, the AAU 50th percentile.
3. In collaboration with the deans, central administration should develop a five-year plan for achieving parity in faculty compensation with peer institutions. At a minimum this plan should include:
 - Increased endowments for faculty salaries
 - Incentive programs for retirement and/or reduced appointments for senior faculty
 - Commitment to compensate all new faculty hires at a level which, at a minimum, is comparable to the 50th percentile of AAU universities.
4. Faculty compensation should no longer be tethered solely to the budgetary status of the individual academic units. The University should take an active role in subsidizing academic units to achieve faculty salary parity.

Table 1. CWRU/AAU Tenure/Tenure Track Salary Comparison

Academic Unit	N	Average %tile Across Ranks	%tile Assistant Professor
CAS (CAS (Arts, Humanities and Social Sciences))	130	12.5	7
CAS (Math and Natural Sciences)	88	5.3	2
School of Engineering	113	5.5	9
School of Management	49	13.0	15
School of Nursing	24	50.0	46
School of Law	21	46.0	No Data
School of Applied Social Sciences	17	76.0	No Data

Table 2. CWRU/AAU Non-Tenure Track Salary Comparison

Academic Unit	N	Average %tile Across Ranks
CAS (CAS (Arts, Humanities and Social Sciences)	77	19.0
CAS (Math and Natural Sciences)	84	45.8
School of Engineering	8	55.0
School of Management	11	28.0
School of Nursing	62	41.0
School of Law	9	11.0
School of Applied Social Sciences	4	69.0

AAU Salary Comparisons

March 22, 2016

CWRU Institutional Research Office

- Compared CWRU to AAU faculty salaries
 - 2014-15
 - 2013-14
 - 2012-13
- Comparisons were made to show the percentile value for CWRU's average salaries among AAU institutions participating in the salary exchange.
- Starting with 2013-14, salaries are reported by tenure status, and in most instances include base salary only.
 - CWRU salaries include incentive pay, where applicable.
 - In most cases AAU salaries are base only, but a small number of institutions included academic year supplements.
 - Medicine and Dental Medicine excluded because of small number of institutions in comparison groups.

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School of Management	11	28.0
School of Nursing	62	41.0
School of Law	9	11.0
School of Applied Social Sciences	4	69.0

Observations

- CWRU authorized CWRU/AAU salary comparisons because CWRU is a member of AAU and competes with AAU universities for faculty and students,
- Approximately 85% of CWRU tenure/tenured track faculty receive salaries that are at, or below, the 15th percentile of AAU comparison schools
- Academic units with low salaries are also compensating assistant professors at a rate that is at or below the 15th percentile of AAU comparison schools
- Approximately 40% of non-tenured track faculty receive salaries that are at, or below, the 30th percentile of AAU comparison schools.
- The general pattern of CWRU/AAU salary comparisons has not changed substantially over three years.
- Preliminary AAU comparative salary data for the School of Medicine suggests that numerous faculty may also receive salaries that are well below AAU averages
- Despite AAU/CWRU salary discrepancies
 - CWRU national rankings are at the mid level of AAU rankings
 - CWRU tuition is in the middle range of AAU private universities

Discussion Points

- There is no transparency regarding CWRU faculty salaries
- Salaries are established at the school/college level.
 - Highly associated with the budgetary status of administrative units.
- There are substantial discrepancies across CWRU schools and colleges in AAU comparison salaries ranging from a high of 76 %tile (MSASS) to lows that are at, or below, the 15thth %tile (CAS, Engineering, Management)
 - Two of the highest nationally ranked academic units within CWRU (MSASS and Nursing) compensate tenure/tenure track faculty at, or above, AAU averages.
 - CWRU Schools/Colleges with highest comparative salaries are not currently experiencing financial deficits

Discussion Points

- There is a discrepancy between the vision and aspirations of CWRU with the average salaries paid to faculty.
- Faculty recruitment, retention and morale are associated with faculty compensation.
- CWRU is unlikely to sustain or improve its prestige and national rankings without compensating faculty at a level commensurate with its peer institutions.
- There are no clear policies or targets for CWRU salaries with the exception of increases associated with promotion and tenure.
- Across academic units, highest average salaries are paid to senior faculty
 - 19% of tenured/tenure track faculty are 65 and older (2014-15)
 - 8.5% of tenured/tenure track faculty are 70 and older
 - Average salaries for senior faculty is 30% higher than for tenured/tenure track faculty younger than 65.
 - CWRU does not currently offer retirement incentive programs
 - Options for tenured faculty to reduce to part-time appointments are described in the faculty handbook. These:
 - appear to be interpreted differently across academic units with regard to workload, sometimes in ways that discourage reduced appointments
 - are neither incentivized nor marketed by the university
- **CWRU ADMINISTRATION HAS NO LONG TERM PLANS FOR ADDRESSING FACULTY COMPENSATION!!!**
 - This is in marked contrast to ambitious and visionary plans for:
 - Campus building/development
 - Instructional Technology/Infrastructure
 - Academic strategic plans
 - Student recruitment

Resolution/Proposal

- Each academic unit should produce and publish annual reports in which faculty salaries are benchmarked to AAU peer institutions.
 - Peer institutions could be a subset of AAU institutions that are similar to CWRU
- Central administration should establish a university wide goal of compensating faculty at a level that is at, or above, the AAU 50th %tile.
- In collaboration with the deans, central administration should develop a 5 year plan for addressing faculty compensation.
 - At a minimum this plan should include:
 - Increased endowments for faculty salaries
 - Incentive programs for retirement and/or reduced appointments for senior faculty
 - Immediate corrective actions with newly hired faculty.
- Faculty compensation should no longer be tethered solely to the budgetary status of individual colleges or schools.

Average Faculty Salaries by School and Rank, AY 2014-15

Case Western Reserve University Compared to the Association of American Universities

Report for the Faculty Senate Compensation Committee

CONFIDENTIAL: Subject to AAU Data Exchange Sharing Policies

- The table shows both **percentile and actual values** for CWRU's average salaries among AAU institutions participating in the salary exchange. *The longer the blue bar, the higher the average salary at CWRU in comparison to AAU peers.*
- CWRU salaries are base only. AAU salaries in most cases are base only, but a small number of institutions include academic year supplements in reporting salaries.
- Salaries are reported as nine-month equivalents; 12-month salaries are converted using the AAUP conversion factor of 9/11.
- AAU data can only be shared if there are at least five peer schools and 15 faculty at a given rank. There were too few institutions for comparisons at some ranks, particularly for non-tenure-track faculty.
- CWRU averages are not provided if there are fewer than four faculty at a given rank.
- Comparisons in Medicine and Dental Medicine are excluded because of the relatively small number of institutions in the comparison group.

TENURED and TENURE-TRACK FACULTY

	CWRU			AAU						
	n Fac	CWRU Average Salary	Percentile Rank among AAU	n Insts	AAU Average Salary	Minimum	25th Percentile	Median	75th Percentile	Maximum
CAS: Arts, Humanities, and Social Sciences										
Professor	51	110,833	 15%	55	144,063	103,210	119,770	134,836	155,497	211,543
Associate	50	77,708	 13%	54	88,804	68,832	81,491	88,471	100,541	125,267
Assistant	29	63,424	 7%	55	74,881	58,793	70,675	74,190	81,886	95,318
CAS: Math and Natural Sciences										
Professor	47	115,116	 5%	55	150,688	114,161	129,378	145,728	158,856	218,428
Associate	17	85,409	 11%	54	96,270	78,988	89,191	96,234	103,470	142,398
Assistant	24	74,239	 2%	55	87,111	72,481	81,551	85,944	91,130	120,740
Case School of Engineering										
Professor	65	137,073	 2%	55	161,575	136,925	150,086	158,516	174,633	227,820
Associate	29	102,803	 11%	53	111,592	96,101	105,732	112,031	117,736	144,886
Assistant	19	88,509	 9%	55	96,901	83,724	92,101	97,694	101,848	118,039

	CWRU			AAU						
	n Fac	CWRU Average Salary	Percentile Rank among AAU	n Insts	Average Salary	Minimum	25th Percentile	Median	75th Percentile	Maximum
School of Law										
Professor	21	193,511	46%	35	231,034	156,650	180,209	205,239	252,822	350,694
Associate	2			26	143,145	112,410	131,456	142,040	163,840	223,500
Assistant	3			21	150,635	97,742	117,188	145,145	170,560	223,490
Mandel School of Applied Social Sciences										
Professor	10	157,487	76%	25	149,975	86,600	113,526	139,383	153,093	204,556
Associate	7	102,705	76%	25	96,848	70,505	83,292	90,342	99,415	123,531
Assistant	2			25	79,392	65,881	71,200	75,796	84,220	95,564
Weatherhead School of Management										
Professor	26	185,737	15%	55	247,833	159,880	199,527	227,053	268,217	339,506
Associate	12	139,196	8%	53	177,376	119,527	153,644	171,654	192,118	244,327
Assistant	11	140,820	15%	55	160,954	117,825	145,490	157,932	169,350	190,673
School of Nursing										
Professor	8	139,435	55%	22	143,324	105,528	116,790	133,782	154,874	205,531
Associate	8	98,152	52%	23	100,476	79,815	88,961	97,719	108,329	127,897
Assistant	8	79,201	43%	23	82,329	70,564	76,106	80,729	85,804	101,714

NON-TENURE-TRACK FACULTY

	CWRU			AAU						
	n Fac	Average Salary	Percentile Rank among AAU	n Insts	Average Salary	Minimum	25th Percentile	Median	75th Percentile	Maximum
CAS: Arts, Humanities, and Social Sciences										
Instructor	15	53,382	75%	12	51,008	28,857	41,423	45,290	52,022	80,000
Lecturer	52	41,206	3%	32	53,251	39,359	47,421	53,279	59,566	76,354
CAS: Math and Natural Sciences										
Instructor	15	59,729	77%	13	54,306	35,726	48,600	54,971	58,958	80,629
Lecturer	12	48,098	7%	30	59,333	30,000	54,108	58,765	70,018	87,168

	CWRU			AAU						
	n Fac	CWRU Average Salary	Percentile Rank among AAU	n Insts	AAU Average Salary	Minimum	25th Percentile	Median	75th Percentile	Maximum
Case School of Engineering										
Associate	4	97,644	67%	18	93,441	69,872	88,440	92,839	101,268	118,113
Assistant	4	72,062	43%	21	70,428	54,779	66,904	76,938	83,299	97,470
School of Law										
Professor	9	96,923	11%	16	154,965	89,484	113,986	119,922	159,082	239,463
Assistant	3			12	83,974	55,432	64,483	75,191	87,408	162,550
Instructor	4	93,441		5						
Mandel School of Applied Social Sciences										
Assistant	4	71,924	69%	13	60,986	50,679	55,915	65,065	72,565	88,836
Instructor	3			4						
Weatherhead School of Management										
Professor	4	126,418	30%	25	184,732	61,672	120,240	133,747	192,350	266,772
Associate	7	101,858	27%	11	123,125	89,672	102,534	118,062	141,867	199,784
Assistant	1			19	110,681	75,277	95,735	110,314	135,409	162,170
School of Nursing										
Associate	9	87,769	70%	15	88,625	63,329	76,328	87,735	92,404	114,964
Assistant	14	71,514	45%	16	73,953	62,304	65,392	74,429	79,356	89,467
Instructor	39	60,624	33%	12	65,225	53,389	62,424	67,709	74,161	87,003

Office of Planning and Institutional Research
 March 7, 2016

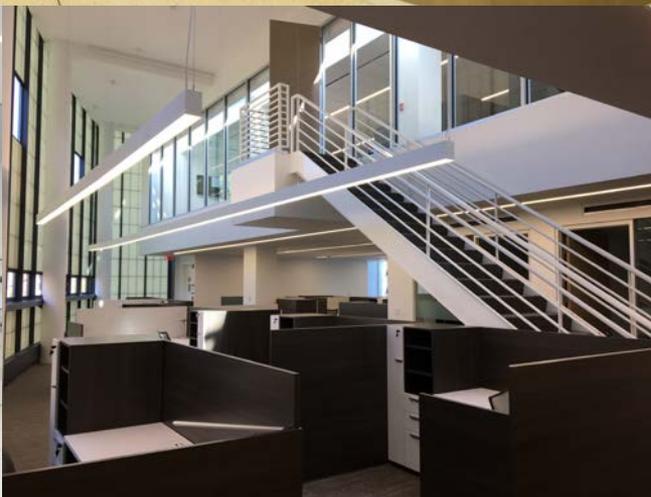
Facilities Update

Stephen Campbell
Vice President
Campus Planning & Facilities Management

September 21, 2016

Tomlinson Hall





Health Education Campus







Linsalata Alumni Center



FY17 Plant Renewal Projects

Clark Hall

College of Arts & Sciences



Building Envelope

Removal and replacement of brick facade. Slate roof repair. Window replacement. Stone restoration.

Veale Athletic Center

University General



HVAC System

Replace air rotation units.

Wood Building

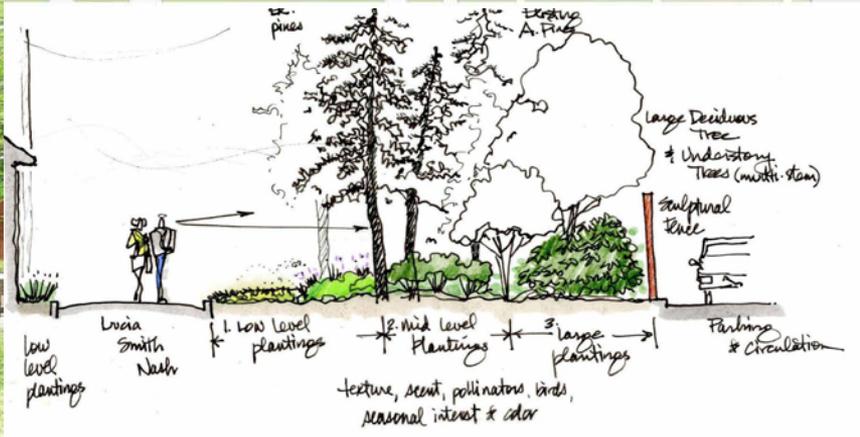
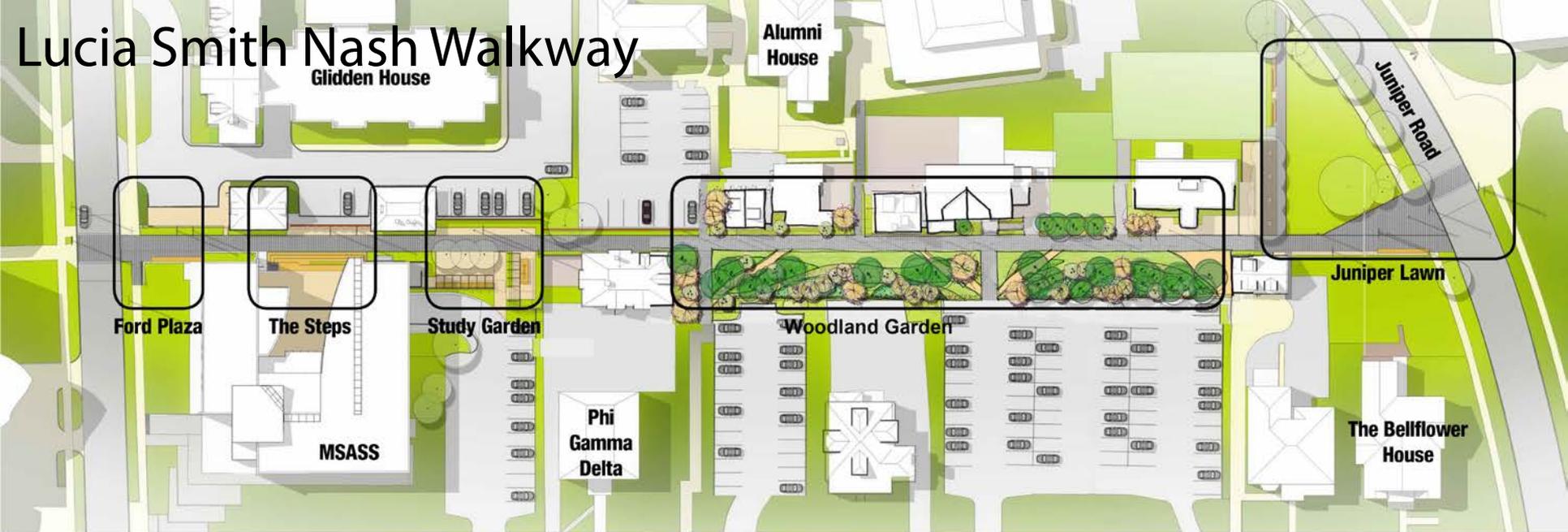
School of Medicine



Building Envelope

Removal and replacement of exterior cast iron panels. Window replacement. Lead paint abatement.

Lucia Smith Nash Walkway



Nord Family Greenway



**Seeking
endorsement of
Faculty Senate
for the adoption
of Canvas**

September 21, 2016

Steven A. Hauck, II
Professor, Earth, Environmental,
& Planetary Sciences

Tina Oestreich, Sr. Director,
Teaching and Learning
Technology Team,
University Technology

Why change from Blackboard to Canvas?

- Blackboard Learn 9.1 is used for only 43% of for-credit courses at CWRU
- Faculty and student dissatisfaction with Blackboard's complexity, appearance, and overall usability (based on survey and other data.)
- Variability in faculty usage of Blackboard Learn 9.1 is a source of frustration for students

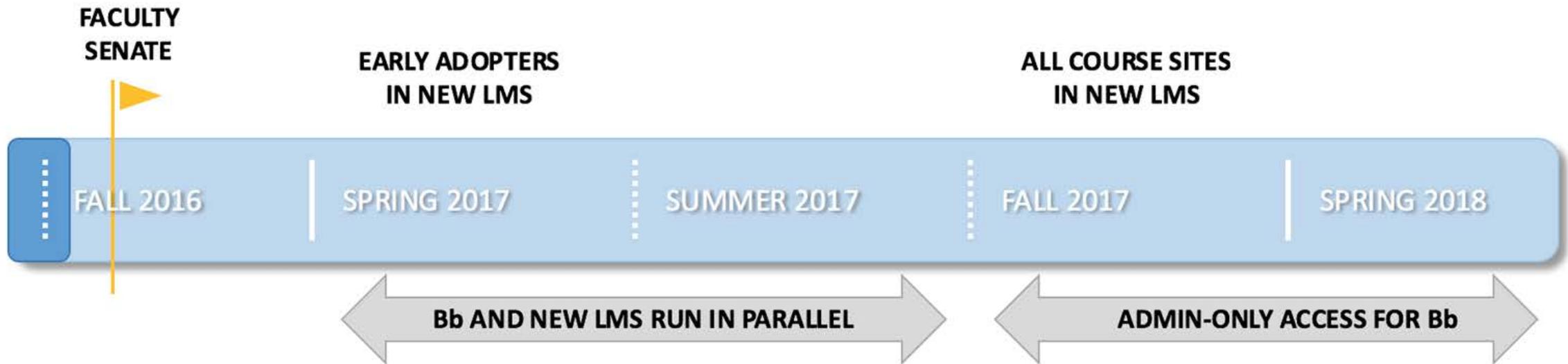
Why change from Blackboard to Canvas?

- A switch to Canvas offers the opportunity to adopt a **single enterprise solution** across learning environments and work with schools and departments to think about how they use the LMS to potentially improve students' learning experiences.
- Canvas is less expensive than Blackboard
- Most pilot faculty and students find it to be easier to use than Blackboard (1500 person pilot conducted courses in Fall and Spring 2015-16)

Transition from Blackboard to Canvas

- The LMS Faculty and Staff Advisory Committee recommends an LMS transition beginning in Spring 2017 and ending by Fall 2017. In order to meet this timeline, implementation would need to begin in **October 2016**.
- A complete transition to Canvas by Fall 2017 will be of great benefit to students, allowing the incoming class to have one system.
- The School of Medicine, which currently uses a homegrown LMS solution, and other academic departments are very eager to begin using the new system to meet their accreditation requirements.

Potential Transition Timeline



**Seeking
endorsement of
Faculty Senate
for the adoption
of Canvas**

*Presented to the
Faculty Senate*

September 21, 2016

Steve Hauck, Professor
Earth, Environmental, & Planetary
Sciences

Tina Oestreich, Sr. Director
Teaching and Learning Technologies,
University Technology

Why change from Blackboard to Canvas?

- Blackboard Learn 9.1 is used for only 43% of for-credit courses at CWRU
- Faculty and student dissatisfaction with Blackboard's complexity, appearance, and overall usability (based on survey and other data.)
- Variability in faculty usage of Blackboard Learn 9.1 is a source of frustration for students

Why change from Blackboard to Canvas?

- Our current environment includes multiple learning management systems (LMSs) used across campus, creating challenges for faculty and students who are asked to use two systems
- A switch to Canvas offers the opportunity to adopt a **single enterprise solution** across learning environments and work with schools and departments to think about how they use the LMS to potentially improve students' learning experiences.

Why change from Blackboard to Canvas?

- Canvas has been adopted by many of our peer institutions and there is a robust network of schools that are influencing its development
- Canvas is less expensive than Blackboard
- Most pilot faculty and students find it to be easier to use than Blackboard
- Canvas meets our requirements for an LMS and offers new benefits including integration with Google Apps, mobile grading and an improved mobile experience, and streamlined course messaging and email.

Canvas Pilot Faculty

- Canvas was piloted by 19 volunteer faculty and approximately 1500 students from Schools across CWRU and throughout two semesters
- Participating faculty include:

College of Arts and Sciences

Tim Beal – RLGN 299 (4 students)

Bill Deal – COGS 202 (50 students)

Gusztav Demeter – FSCS 150 (33 students)

Rich Drushel – BIOL 346 (80 students)

Rolfe Petschek – PHYS 352 (23 students)

Canvas Pilot Faculty

- Participating faculty, continued:

College of Arts and Sciences

Jonathan Sadowsky – HSTY 113 (51 students)

Genevieve Sauve – CHEM 335 (32 students)

Lee Thompson – FSNA 144 (17 students)

Weatherhead School of Management

Mariana Cararra – ECON 330 (74 students)

Jenny Hawkins – ECON 102 (60 students); ECON 364 (27)

Canvas Pilot Faculty

- Participating faculty, continued:

Case School of Engineering

Sunniva Collins – EMAE 260 (127 students)

Mark De Guire – ENGR 145 (401 students)

Mohan Sankaran – ENGR 225 (160 students)

Sree Sreenath – EECS 216 (12 students)

Frances Payne Bolton School of Nursing

Mary Franklin – NURS 454 (10 students)

Carol Kelley – NURS 459 (9 students)

Canvas Pilot Faculty

- Participating faculty, continued:

School of Law

Jessica Berg – MPHP 439 (40 students)

School of Dental Medicine

Ben Schechter – HIPAA training

Mandel School of Applied Social Science

Marjorie Edguer – SASS 530 (9 students)

Data from Blackboard Survey and Canvas Pilots

- A survey was sent through Blackboard in Fall 2015 to gather input from our campus community, revealing that there is room to improve the LMS experience.
- All students and faculty who piloted Canvas in the 2015-16 academic year were given a survey to determine their level of satisfaction with Canvas and to compare Canvas with Blackboard. The majority of students and faculty preferred Canvas over Blackboard.
- The following slides provide a summary of the data collected.

How has this LMS met your learning or instructional needs?

System

Canvas
(Pilot)

Faculty (n=28)

3.07

Students (n=309)

2.91

Blackboard
Learn 9.1

Faculty (n=195)

2.76

Students (n=1082)

2.76

1

Not well at all

2

Moderately well

3

Mostly

4

Completely

How would you rate this LMS in terms of being intuitive and user-friendly?

System

Canvas
(Pilot)

Faculty (n=28)

4.07

Students (n=309)

3.75

Blackboard
Learn 9.1

Faculty (n=195)

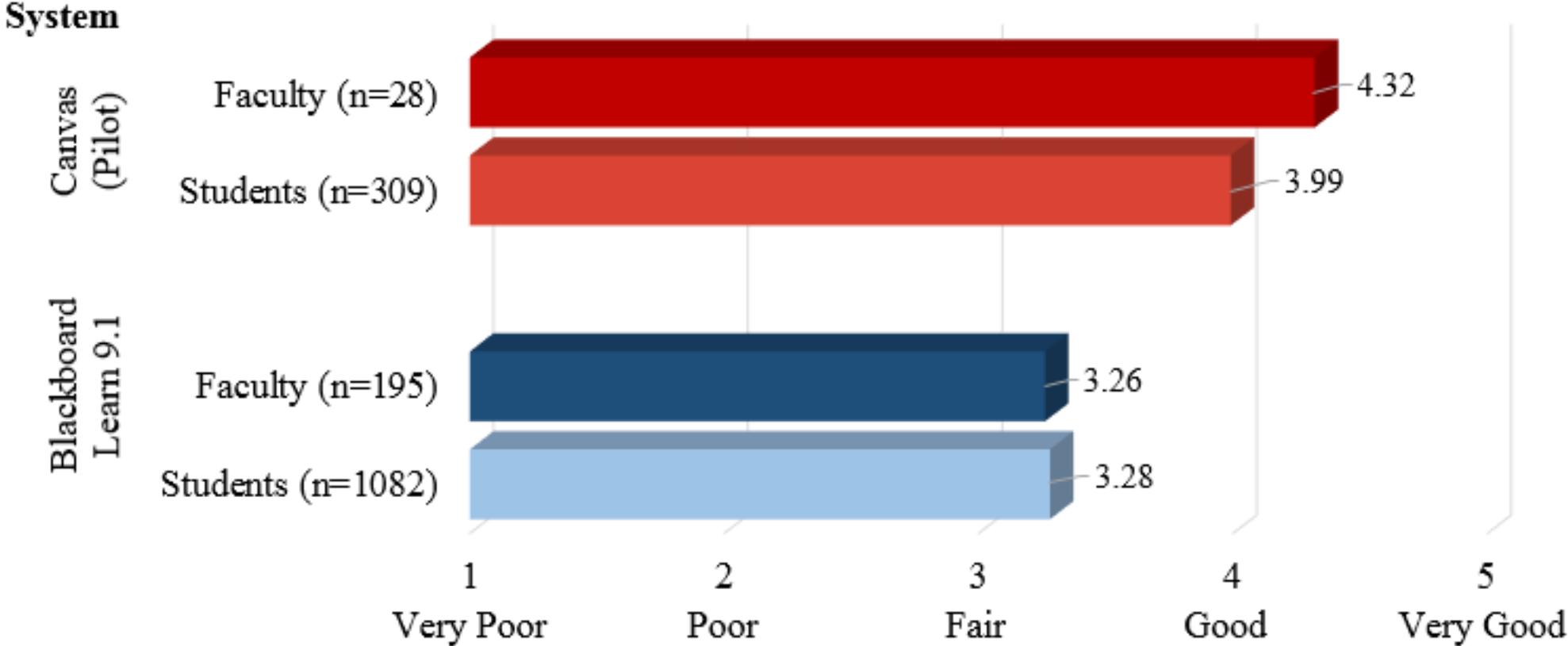
3.17

Students (n=1082)

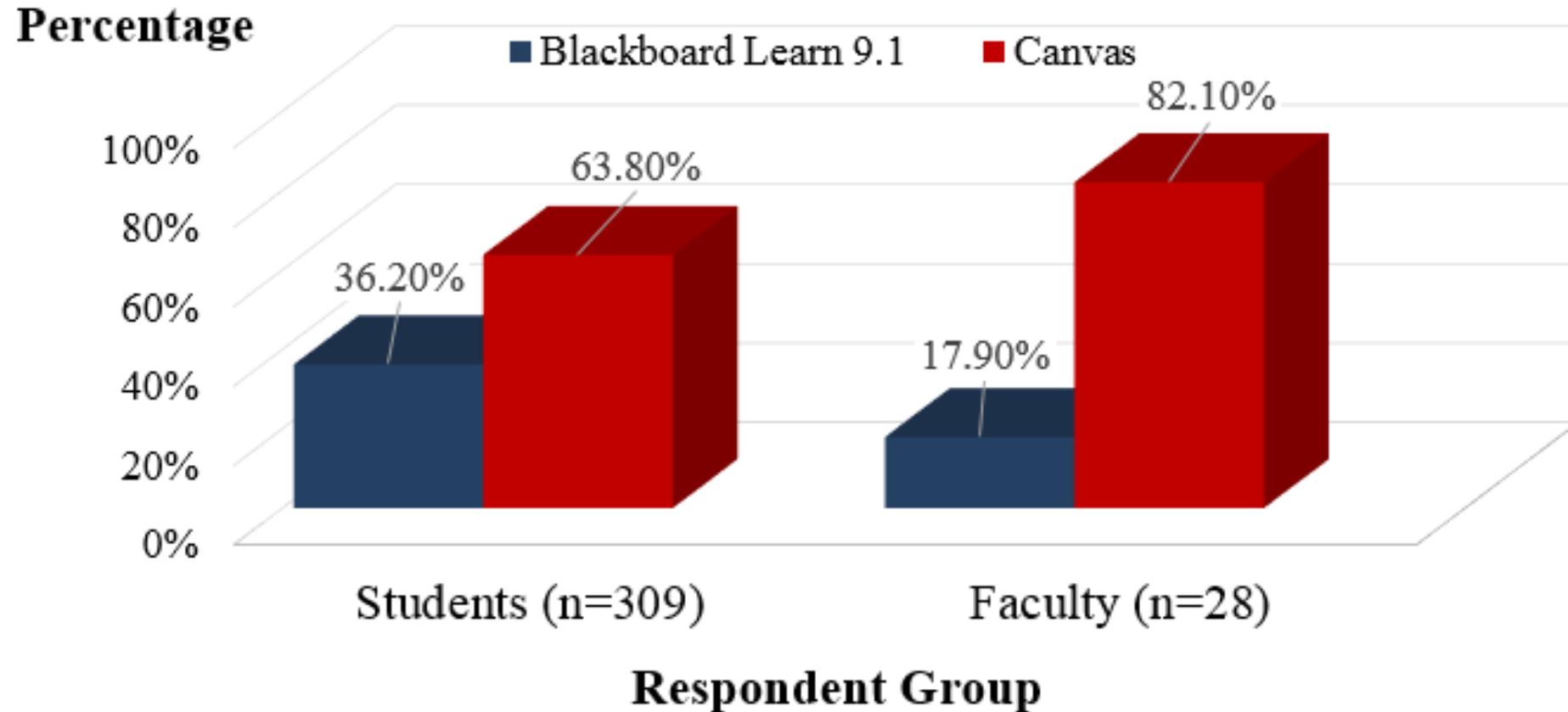
3.41

1 2 3 4 5
Very Poor Poor Fair Good Very Good

How would you rate the overall appearance and feel of this LMS?



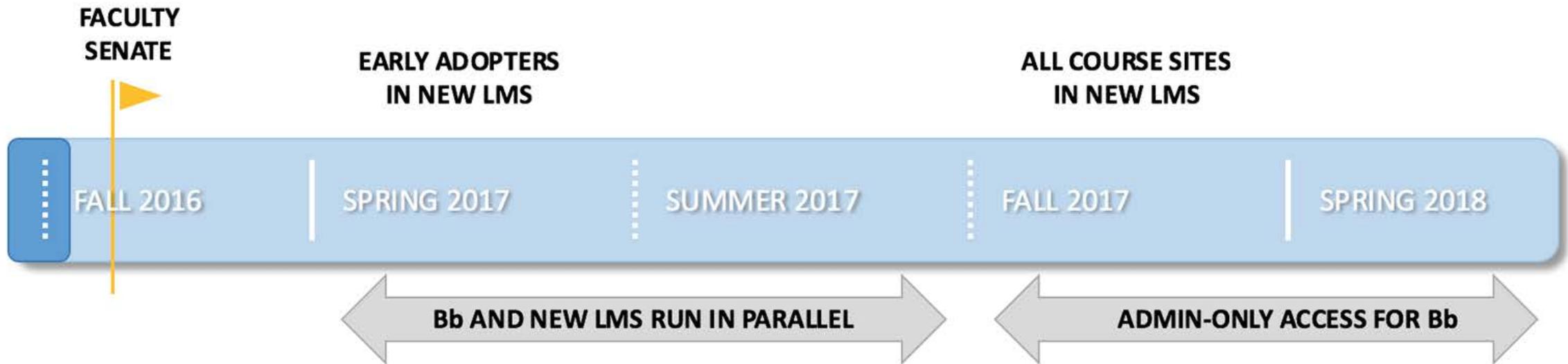
Given a choice between using Blackboard or Canvas, which would you prefer?



Transition from Blackboard to Canvas

- The transition from Blackboard to Canvas should provide faculty with enough time to learn Canvas and move their courses.
- Due to the confusion and difficulty students will experience during a transition, it is recommended that the transition be as brief as possible, while allowing the time needed for faculty to adjust to a new system.
- The LMS Faculty and Staff Advisory Committee recommends an LMS transition beginning in Spring 2017 and ending by Fall 2017. In order to meet this timeline, implementation would need to begin in October 2016.

Potential Transition Timeline



Need for a timely transition

- Ability to have faculty and students to use Canvas in the Spring will require a decision early in the Fall semester.

“If you tell me in October that you would like me to try a new system in the spring, I will do it. If you tell me in November, I won’t be able to do so.”

(paraphrased from Jonathan Sadowsky, Theodore J. Castele Professor, Associate Professor, Department of History)

Need for a timely transition

- Canvas piloters are ready to use the new system.

“...The data looks pretty clear in support of Canvas — and I loved it. I was hoping to use it this semester, but I am not finding my fall course (RLGN 206) in my Canvas login. Is there a way to add it? I’m quite invested in Canvas at this point and don’t want to do without it!”

(Timothy Beal, Florence Harkness Professor of Religion, Chair, Department of Religious Studies)

Need for a timely transition

- A complete transition to Canvas by Fall 2017 will be of great benefit to students, allowing the incoming class to have one system. Students surveyed as part of the LMS pilots expressed dissatisfaction in having to go to two different systems for their courses.
- The School of Medicine, which currently uses a homegrown LMS solution, and other academic departments are very eager to begin using the new system to meet their accreditation requirements.

Faculty and Student Support During Transition

- Faculty will be supported learning Canvas and moving their content from Blackboard in multiple ways, including:
 - Departmental and other campus-wide workshops conducted by CWRU staff
 - One-on-one faculty support as needed
 - Drop in support across campus
 - 24/7 online assistance via Canvas help (chat, phone, email)
- A website will be designed to help students determine which LMS their classes will be in during Spring and Summer 2017

Faculty members of the Faculty and Staff Advisory Committee

Amy Wilson-Delfosse, Medicine*	Jenny Hawkins, WSOM*	Peter Yang, CAS
Jessie Hill, Law	Kristin Victoroff, Dentistry	Richard Drushel, CAS*
Carol Kelley, Nursing	LaShon Sawyer, MSASS*	Rolfe Petschek, CAS*
Cassandra Robertson, Law	Marc Buchner, CSE*	Sharon Milligan, MSASS
Catherine Demko, Nursing	Mariana Carrera, WSOM	Sree Sreenath, CSE
Evanne Juratovac, Nursing*	Mary Terhaar, Nursing	Stephen Haynesworth, CAS
Frank Merat, CSE*	Megan Holmes, MSASS	Sunniva Collins, CSE
Fred Collopy, WSOM	Mohan Sankaran, CSE	William Doll, CAS
Gary Chottiner, CAS*	Molly Berger, CAS	Yasuhiro Shirai, CAS
Gusztav Demeter, CAS*	Patricia Thomas, Medicine*	Zoe Wood, MSASS

* Members with an asterisk next to their name voted unanimously to move to Canvas in a meeting on August 19, 2016, or provided their vote via email prior to the meeting. All members had the opportunity to provide feedback before and after the meeting. No committee members voted against the proposal to transition to Canvas.

- A separate Student Advisory Committee indicated a preference for Canvas.

**Seeking
endorsement of
Faculty Senate
for the adoption
of Canvas**

September 21, 2016

Steven A. Hauck, II
Professor, Earth, Environmental,
& Planetary Sciences

Tina Oestreich, Sr. Director,
Teaching and Learning
Technology Team,
University Technology

Why change from Blackboard to Canvas?

- Blackboard Learn 9.1 is used for only 43% of for-credit courses at CWRU
- Faculty and student dissatisfaction with Blackboard's complexity, appearance, and overall usability (based on survey and other data.)
- Variability in faculty usage of Blackboard Learn 9.1 is a source of frustration for students

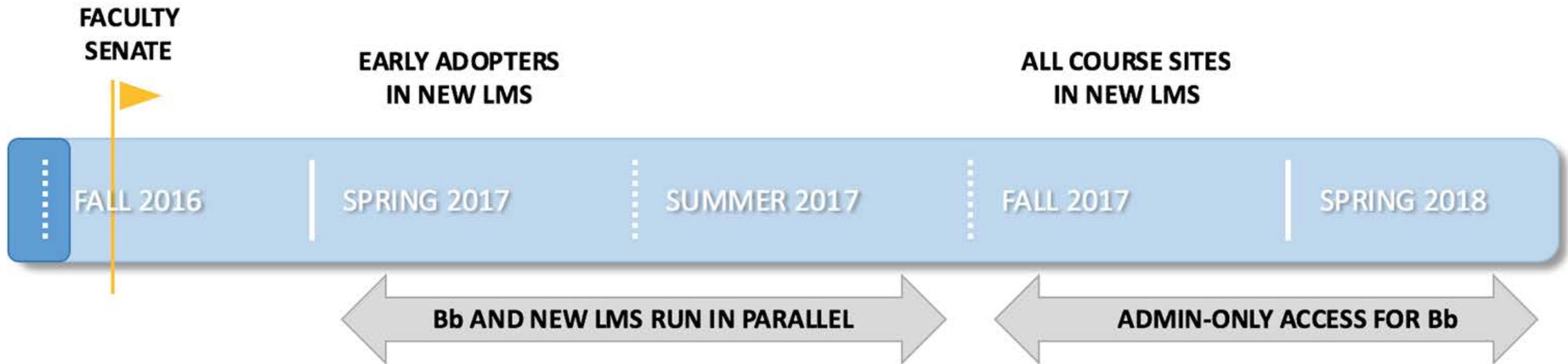
Why change from Blackboard to Canvas?

- A switch to Canvas offers the opportunity to adopt a **single enterprise solution** across learning environments and work with schools and departments to think about how they use the LMS to potentially improve students' learning experiences.
- Canvas is less expensive than Blackboard
- Most pilot faculty and students find it to be easier to use than Blackboard (1500 person pilot conducted courses in Fall and Spring 2015-16)

Transition from Blackboard to Canvas

- The LMS Faculty and Staff Advisory Committee recommends an LMS transition beginning in Spring 2017 and ending by Fall 2017. In order to meet this timeline, implementation would need to begin in **October 2016**.
- A complete transition to Canvas by Fall 2017 will be of great benefit to students, allowing the incoming class to have one system.
- The School of Medicine, which currently uses a homegrown LMS solution, and other academic departments are very eager to begin using the new system to meet their accreditation requirements.

Potential Transition Timeline





CASE WESTERN RESERVE
UNIVERSITY EST. 1826

FACULTY SENATE 2016-17

Professor Peter Harte (SOM), chair

Professor Juscelino Colares (LAW), vice chair

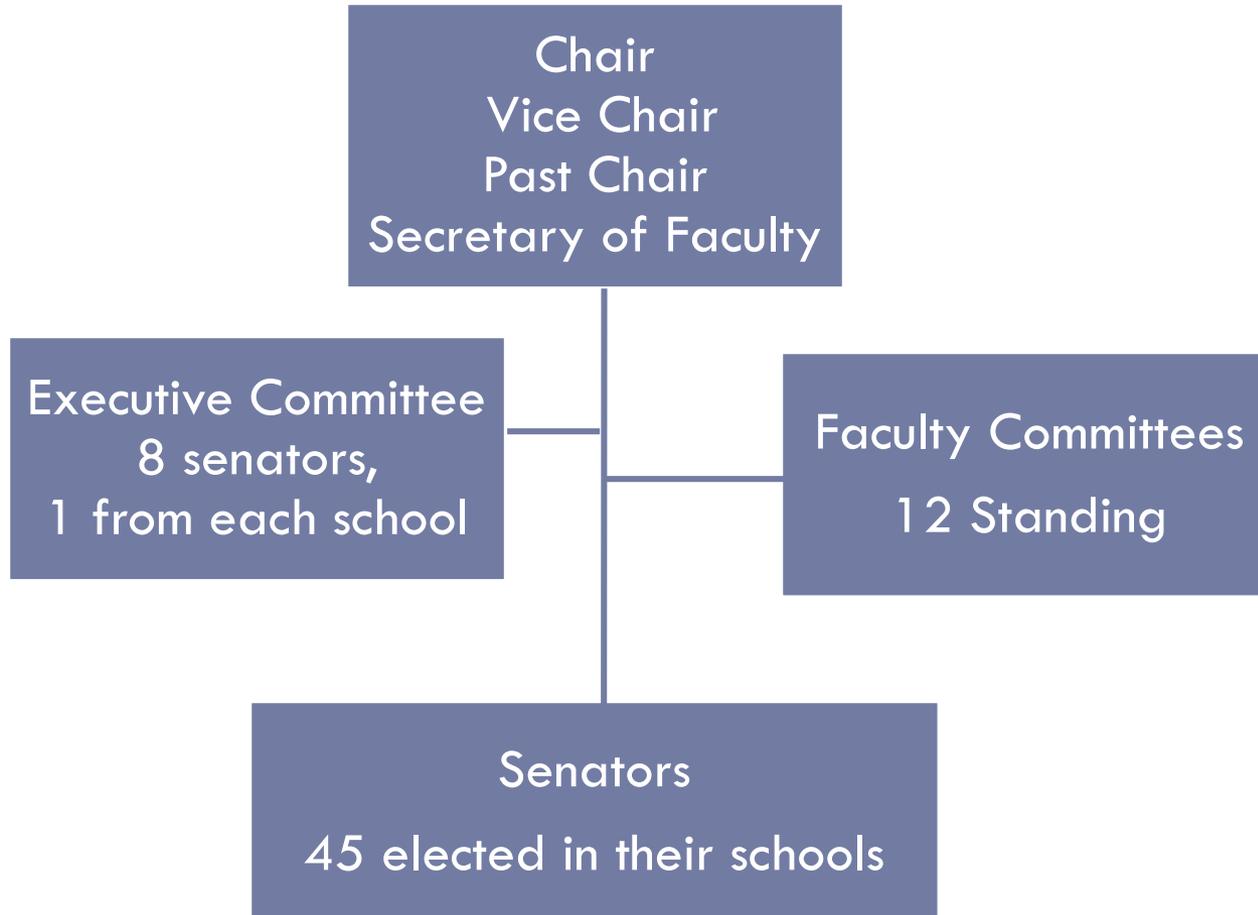
Professor Roy Ritzmann (CAS), past chair

Rebecca Weiss, Secretary of the University Faculty

The CWRU Faculty Senate

- “The Board of Trustees has delegated to the University Faculty certain powers and responsibilities concerning the University’s educational, research and scholarly activities.”
- “All powers of the University Faculty not reserved for the University Faculty itself are exercised by the Faculty Senate, which is elected by the constituent faculties.”
- – CWRU Faculty Handbook, Ch. 2, Introduction, p.13

Organization of the Senate



Delegations

School	Number of Senators
CAS	10
SOM	10
CSE	5
SON	5
SODM	5
WSOM	3
MSASS	3
LAW	3
PHED	1

Executive Committee 2016-17

Name	Title	Department	School
Horst von Recum	Professor	Biomedical Engineering	Case School of Engineering
Kimberly Emmons	Associate Professor	English	College of Arts and Sciences
Amy Zhang	Associate Professor	N/A	Frances Payne Bolton School of Nursing
Gerald Mahoney	Professor	N/A	Mandel School of Applied Social Sciences
Ibrahim Tulunoglu	Associate Professor	Comprehensive Care	School of Dental Medicine
Robert Strassfeld	Professor	N/A	School of Law
Cathleen Carlin	Professor	Molecular Biology	School of Medicine
Vasudevan Ramanujam	Associate Professor	Design and Innovation	Weatherhead School of Management

Standing Committee Chairs 2016-17

COMMITTEE	CHAIR	TITLE	DEPARTMENT
Finance	Glenn Starkman	Professor	Physics, CAS
Bylaws	Ken Ledford	Associate Professor	History, CAS
Faculty Compensation	Gerald Mahoney	Professor	MSASS
Faculty Personnel	Jeremy Bendik-Keymer	Associate Professor	Philosophy, CAS
Graduate Studies	Paul MacDonald	Associate Professor	Pharmacology, SOM
Information & Communication Technology	Steven Hauck	Professor	Earth, Environmental & Planetary Science, CAS
Minority Affairs	Ronald Hickman	Associate Professor	English, CAS
Nominating Committee	Maureen McEnery	Associate Professor	Neurology, Neuroscience SOM
Research	Lee Hoffer	Associate Professor	Anthropology, CAS
Undergraduate Education	Robin Dubin	Professor	Economics, WSOM
University Libraries	Paul Iversen	Associate Professor	Classics, CAS
Women Faculty	Leena Palomo	Associate Professor	Periodontics, SOD

Meeting Schedule 2016-17

Month	Senate Meeting	Ex Com Meeting	Agenda Planning Meeting
September	September 21	September 6	September 1
October	October 20	October 10	October 5
November	November 29	November 14	October 27
December	December 20	December 5	December 1
January	January 31	January 20	January 9
February	February 27	February 13	February 7
March	March 22	March 7	March 2
April	April 27	April 20	April 4

Flow of action in Faculty Senate

Requests for action by Senate (from schools, committees, groups, individuals)

↓ 1.

Senate Chair (via the Secretary of the University Faculty, Rebecca Weiss)

↓ 2.

Senate Executive Committee (may also initiate proposals)

↓↑ 3.

↓

Senate Committee(s)

↓ 4.

↓

Faculty Senate

5. ↓

6.

University Faculty → Board of Trustees