

Faculty Senate Meeting
Wednesday, February 16, 2011
3:30 p.m. - 5:30pm – Adelbert Hall, Toepfer Room

AGENDA

- | | | |
|-----------|--|------------------------------|
| 3:30 p.m. | Approval of Minutes from the January 19, 2011 Faculty Senate meeting, <i>attachment</i> | A. Levine |
| | Provost's Announcements | B. Baeslack |
| | Chair's Announcements | A. Levine |
| 3:50 p.m. | Report from the Executive Committee | G. Chottiner |
| | Report from Secretary of the Corporation | C. Trembl |
| 3:55 p.m. | FSCUE Resolutions:
International Admission Criteria
Merit Scholarship Renewal Criteria | J. McGuffin-Cawley
or TBD |
| 4:15 p.m. | Update from the Office of Human Resources | C. Gregory |
| 4:45 p.m. | Service Center Review: Purchasing Office | D. Jamieson
J. Sideras |



Faculty Senate Meeting

Wednesday, February 16, 2011

3:30-5:30 p.m. – Adelbert Hall, Toepfer Room

Members Present

Bruce Averbook	David Hutter	G. Regina Nixon
Bud Baeslack	Quentin Jamieson	John Orlock
Gary Chottiner	Elizabeth Kaufman	Mary Quinn Griffin
Elizabeth Click	Kenneth Ledford	Roy Ritzmann
Lisa Damato	Alan Levine	Alan Rocke
William Deal	Joseph Mansour	Lee Thompson
Faye Gary	Jim McGuffin-Cawley	Susan Tullai-McGuinness
Julia Grant	Laura McNally	Michele Walsh
Jared Hamilton	Frank Merat	David Wilson
Sue Hinze	Diana Morris	Elizabeth Woyczynski
Christine Hudak	Carol Musil	Nicholas Ziats

Members Absent

Kathryn Adams	Mark Chance	Leena Palomo
Keith Armitage	David Crampton	Faisal Qureshy
Hussein Assaf	Mary Davis	Cassandra Robertson
Timothy Beal	Alfredo Hernandez	Jonathan Sadowsky
Jessica Berg	Peterson Huang	J.B. Silvers
Ronald Blanton	Jim Kazura	Barbara Snyder
Lee Blazey	Ken Loparo	Sorin Teich
Ben Brouhard	Kalle Lyytinen	Georgia Wiesner
Richard Buchanan	Heather Morrison	Gary Wnek
Martha Cathcart	Daniel Ornt	Xin Yu

Others Present

Rick Bischoff	Ginny Leitch	John Sideras
Donald Feke	Ermin Melle	David Singer
David Fleshler	Marilyn Mobley	Lynn Singer
Jerry Goldberg	Glenn Nicholls	Colleen Trembl
Carolyn Gregory	Dean Patterson	John Wheeler
Arnold Hirshon	Ginger Saha	Jeff Wolcowitz
Dick Jamieson	Chris Sheridan	

Call to Order

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

Approval of minutes

The minutes of the Faculty Senate meeting of January 19, 2011 were approved as submitted.

Provost's announcements

Provost Bud Baeslack said that the new University Budget Committee would meet for the first time later in the week. He said that the position of vice provost for research will be posted shortly. The person in this position will be responsible for fostering funded and unfunded academic research. The job is a 50-75% time position; the Provost's Office is planning to hire someone from the CWRU faculty. Funds have been identified for the position.

Chair's announcements

Professor Alan Levine, chair, Faculty Senate, said that a message from the Faculty Senate was sent to the schools that have not yet submitted their plans for faculty-centric advising and mentoring of students, as required by the resolution put forth by the Faculty Senate *ad hoc* Committee on Raising the Level of Importance of Faculty-Centric Academic Advising, chaired by Prof. Glenn Starkman, and approved by the Faculty Senate in April 2010. The deadline was extended to allow each of the constituent faculties to submit their plans to the Faculty Senate Executive Committee and the Office of the Provost. Prof. Levine said that the new University Budget Committee will meet shortly; committee membership was determined cooperatively between the Office of the Provost and the Faculty Senate. Prof. Chris Cullis (CAS) will chair the committee. Other faculty members on the committee are: Prof. Liz Madigan (SON), Prof. Alan Levine (SOM), Prof. Ken Loparo (CSE), Prof. Ken Ledford (CAS), Prof. Bill Leatherberry (LAW), Dean Jerry Goldberg (SODM), and Prof. Julia Grant (WSOM). Prof. Levine said that the executive committees of the Case School of Engineering and the College of Arts and Sciences met and agreed on a proposal to modify SAGES requirements. The Department of English will be consulted about the associated modification in hours devoted to formal teaching of writing. The proposal is currently being reviewed within the Case School of Engineering, and it is expected to be ready for review by the College of Arts and Sciences Executive Committee in March and the Faculty Senate Executive Committee in April.

Report from the Executive Committee

Prof. Gary Chottiner, chair-elect, Faculty Senate reported that the Executive Committee approved Prof. Nick Ziats as chair of the Faculty Senate Compensation Committee for the remainder of the 2010-2011 academic year. The committee approved the Guidelines for the Participation of Undergraduate Teaching Assistants. Prof. Chottiner, ex-officio member, Faculty Senate Nominating Committee, said that the Faculty Senate Nominating Committee will shortly receive the results of the Faculty Senate Interest Survey to solicit volunteers for faculty senate standing committees and will meet again soon afterwards to work on filling open positions on senate committees. The preliminary survey results indicate that, while there are a lot of volunteers overall, more volunteers are needed from the Weatherhead School of Management and the School of Dental Medicine.

Secretary of the Corporation

Ms. Colleen Treml, interim general counsel and secretary of the corporation announced that there had been no meeting of the Board of Trustees since the December meeting of the Faculty Senate.

International Admission and Scholarships Renewal Criteria

Prof. Jim McGuffin-Cawley, chair, Faculty Senate Committee on Undergraduate Education (FSCUE) presented a resolution approved by the FSCUE and its subcommittees concerning international admission criteria. Mr. Rick Bischoff, vice president for enrollment management, said that some of the enrolling international students during the past two years have had some ESL challenges. The university currently requires a minimum TOEFL score of 80; almost all peer universities require a minimum TOEFL score of 100. Also, the university does not currently require an SAT score from international students,

unlike almost all of our peer institutions. In addition to requiring admitted international students to submit a minimum TOEFL score of 100, and to submit SAT scores, the university would discontinue its conditional admission agreement with ELS, an English language school with one of its instructional sites on the CWRU campus. The new CWRU TOEFL requirement of 100 would set a higher standard than the conditional admission requirement of graduating from ELS Level 112. The Faculty Senate voted to approve the resolution presented by the FSCUE concerning international admission criteria; the resolution is attached to these meeting minutes.

Prof. Jim McGuffin-Cawley, chair, Faculty Senate Committee on Undergraduate Education (FSCUE) presented a resolution approved by the FSCUE and its subcommittees concerning scholarship renewal criteria for a new set of scholarships that are replacing the former scholarships (Trustees' *et al*). Scholarship eligibility would be evaluated at the end of each semester and scholarships for students who return to good academic standing would be reinstated. Students would lose a semester of scholarship eligibility for each semester that they fail to achieve good standing; students would not receive these scholarships while on probation or during their first semester back from an academic separation. The Faculty Senate voted to approve the resolution presented by the FSCUE concerning scholarship renewal criteria; the resolution is attached to these meeting minutes.

Update from the Office of Human Resources

Ms. Carolyn Gregory, vice president of human resources, presented an update about health care benefits provided to CWRU faculty and staff. Her presentation is attached to these meeting minutes.

Service Center Review: Purchasing Office

Mr. Dick Jamieson, vice president for campus services and Mr. John Sideras, senior vice president for finance and chief financial officer, gave a presentation about the service center review for the Purchasing Office. Their presentation is attached to these meeting minutes.

Upon motion, duly seconded, the meeting was adjourned at 5:00 p.m.

APPROVED
by the
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI
SECRETARY OF UNIVERSITY FACULTY

Recommendations from the International Undergraduate Student Recruitment, Retention and Campus Life Working Group

From Preliminary Report of January, 2011

English Proficiency

For all international applicants, including transfer students, increase minimum TOEFL requirement to 90 for Fall 2012 and to 100 for Fall 2013. Adjust other means of meeting proficiency requirements appropriately.

Rationale: Our English proficiency requirements are the lowest of the 25 institutions we benchmarked. Increased English proficiency will increase the likelihood of academic success and students' ability to engage in the broader university environment. A TOEFL of 100 is the common threshold for universities of our quality.

SAT Requirement

Require the SAT or ACT for all international applicants, including transfer students, beginning with the class entering in fall of 2012.

Rationale: Of the 25 institutions we benchmarked, we are the only institution that did not require the SAT or ACT. Students who come to the US to study have taken the SAT. Including the SAT will improve our evaluation of international students.

ELS Relationship/Conditional Admission

Discontinue conditional admission with the class that enters in Fall 2012. We would continue to welcome students from ELS, but they would need to come through normal application channels and meet the admission standards in place at the time of application.

None of the 25 institutions that we benchmarked offer conditional admission. As we raise the English proficiency requirement, ELS 112 (a current English proficiency standard) would not meet the higher standard and ELS students would have to show proficiency in another way. We also know from experience that the conditionally admitted students are the students with the most limited English skills.

Background Information and Approach

To inform our conversations we gathered extensive data on 25 universities. The universities were selected because they belonged to one of three groups: the “middle group” (a group of schools CWRU often uses for benchmarking purposes), schools that students most often turn down CWRU to attend and private universities closest to CRWU in the *US News* rankings. Information was gathered from publicly available resources on the following universities:

- Boston College
- Boston University
- Brandeis University
- Brown University
- Cornell University
- George Washington University
- Lehigh University
- Massachusetts Institute of Technology
- New York University
- Princeton University
- Rice University
- Stanford University
- Tulane University
- University of Chicago
- University of Notre Dame
- University of Pennsylvania
- University of Pittsburgh
- Vanderbilt University
- Washington University St. Louis

In depth interviews were conducted with six other universities to learn of their practices relative to international student recruitment, retention and student life. These universities were chosen for in depth interviews because we felt that they were most similar to CWRU and represented a mix of true “peer” universities and “aspirant” universities. Additionally, we attempted to conduct in depth interviews with Boston University and Washington University. Scheduling conflicts prevented the interview with Boston University and Washington University refused the interview request. Interviews were completed with the following universities:

- University of Rochester
- Carnegie Mellon University
- Johns Hopkins
- Rensselaer Polytechnic Institute
- Northwestern University
- Emory University

Because the interviews were conducted on condition that their responses remain confidential, the information gathered from these interviews are not included in the publicly available copy of this report.

PROPOSAL FOR NEW SCHOLARSHIP RETENTION CRITERIA

Background

After consultation with the Deans Advisory Group on Recruitment (DAGOR), the Division of Enrollment Management changed the way in which scholarships are being awarded to students admitted for Fall 2011. In place of the old system of Trustees', President's, Provost's, Provost's Special, Dean's, Faculty Honors, Faculty, and Bolton Scholarships, each associated with a fixed dollar amount, only three categories of scholarships, with a range of dollar amounts going to students who receive each type, are being awarded to students admitted for Fall 2011, University, Michelson-Morley, and Bolton Scholarships. (While the Bolton name was used before for a set of scholarships in nursing, the way in which these scholarships are being awarded now is different.) The new program is designed to affect enrollment behaviors in predictable ways so that CWRU enrolls the best possible class at the best possible price and the least amount of student debt. Students are selected for these scholarships differently, the dollar amounts are different, and the way in which these scholarships interact with need-based aid is different. They might best be thought of as "enrollment-optimizing scholarships." We need to develop retention criteria for these new scholarships.

Proposal

- The scholarship retention criterion for students entering CWRU beginning in Fall 2011 with University, Michelson-Morley, or Bolton Scholarships shall be in good academic and disciplinary standing.
- Scholarship eligibility shall be evaluated at the end of each semester.
- Scholarships for students who return to good academic and disciplinary standing shall be reinstated. Students lose a semester of scholarship eligibility for each semester that they fail to achieve good standing; that is, students will not receive these scholarships while on probation or during their first semester back from an academic separation.

Comments

1. University, Michelson-Morley, and Bolton Scholarships, like the old set of scholarships (including the Bolton, contrary to popular belief), are not endowed. Endowed scholarships recognizing particular talents and leadership qualities will not be affected by these new criteria; these scholarships will continue to have the same retention criteria that have always been in place, sometimes codified in the gift agreements.
2. The proposed retention criteria would put us more in line with competitor/peer universities that most often require good standing in order to retain similar scholarships. Our current retention criteria in all cases other than Provost's Special and Bolton Scholarships, require a certain number of cumulative hours earned and a higher GPA; the retention criterion for Provost's Special Scholarships is already good academic standing and there are no academic retention criteria for the current Bolton Scholarships.

3. The proposed criteria would be less confusing for students as they would only need to be aware of a single set of good standing criteria for both academic standing and scholarship retention. Similarly, the new criteria would be easier to administer as they would not require a special calculation of a “scholarship GPA” (that includes the original grades earned in repeated courses).
4. While scholarships will be lost when a student is placed on probation for a single semester, the overall loss of funding for a student will be less because the scholarship will be reinstated upon return to good standing. Under our current system, once a scholarship is lost, there is no way to get it back.
5. With the new criteria, it is hoped that more students will be able to make course selections based upon their educational needs and interests rather than based on concerns about scholarship retention.
6. Concerns were raised about a family’s ability to replace lost scholarship funds between the fall and spring semesters. (Currently, scholarships are reviewed only once a year at the end of the spring semester.) We were told that there should be no problem in turning around loan applications during this period and need-based grant aid will still be available, as these come out of the same pool of tuition discounts as the scholarships that are otherwise lost.
7. Concerns were raised about how first-year students and their families will respond to the loss of a scholarship after a single semester. Some think that they will go away and not return; others think that they are likely to stick it out for a semester to see whether the scholarship will be reinstated. We really don’t know and will need to monitor this closely.
8. There will continue to be an appeal process through the Academic Standing Board by which students who fail to meet the retention criteria may make their case for retaining their scholarships based on special circumstances.
9. It is expected that there will still be funds available to offer scholarships of some kind to continuing students with outstanding performance in the community. These would need to be designed in a new way and the committee can move on to that task later in the spring.
10. The proposed retention criteria were approved by the FSCUE Subcommittee on Admissions at its meeting on February 4, 2011; and by the FSCUE Subcommittee on Academic Standing by email vote on February 4, 2011, following discussion at its meeting on January 27, 2011 and subsequent email discussion.

Larry Parker, for the FSCUE Subcommittee on Admissions
Jeff Wolcowitz, for the FSCUE Subcommittee on Academic Standing

February 9, 2011

2011 Benelect Open Enrollment

44% Participation Rate

- Most employees default to current election

Medical Plan Activity

- 12% of MMO Traditional participants elected a different medical plan
- 30 employees elected Anthem HDHP – 19 elected to contribute to HSA

Working Spouse Premium

- 100 spouses/partners dropped from medical coverage
- 100 elected that the WSP applies in 2011
- 1,084 with covered spouses/partners made no WSP election

Health Care Reform Coverage to Age 26

- 160 adult dependents added to coverage

Working Spouse Premium Follow-Up Project

Followed-Up with 1,084 Employees to Obtain WSP Elections

- 60 elected that the WSP applied in 2011
- 780 waived the WSP
- 19 changed coverage election
- 9 terminated employment
- Non-responders are charged the WSP

WSP Charges Began with January 31, 2011 Payroll

345 Currently Paying WSP



Strategic Service Center Review: Procurement

***Final Recommendations and Implementation Plan –
Executive Summary***

December 15, 2010



GRIFFIN STRATEGIC ADVISORS
Visionary. Collaborative. Actionable.

This report is solely for the use of client personnel. No part of it may be circulated, quoted or reproduced for distribution outside of the client organization without prior written approval of Griffin Strategic Advisors LLC.

Table of Contents

- **Service Center Review “Charge”**
- **Executive Summary**
- **Summary of CWRU “Current State” (inventory improvements and interview key stakeholders)**
 - **Review of Previous Improvement Activities**
 - **Interviews**
- **Summary of Best Practices (define & survey cohort and research industry)**
 - **Peer Institution Benchmarking: top priorities and strategic initiatives**
 - **Peer and Preferred Practices**
 - **Preferred Practice Gap Matrix**
- **CWRU “Future State”**
 - **Case-specific Improvement Areas**
 - **Road Map to Preferred Practice**
 - **Recommendation Sequencing and Timing**
- **Summary Message**



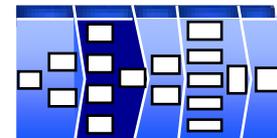
Service Center Review Charge Procurement Review

- Charge Relative to Procurement
 - High level review of existing data, conduct interviews with stakeholders related to Procurement Department relative to current state.
 - High level assessment of selected peer institutions and their Procurement Departments relative to best practices.
 - Formulate a five (5) year road map to implement strategic initiatives.

- Scope & Desired Benefits
 - Work collaboratively with Procurement Department and stakeholders to assess current functionality -- all schools across entire campus.
 - Leverage Griffin's methodology and experience to provide relevant insights and recommendations
 - Communicate a transparent report of functional assessment to stakeholders.

Executive Summary

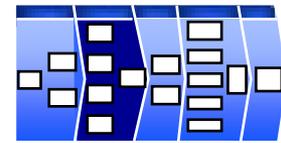
- The strategic review of the Procurement function was the first undertaking of a Service Center Review initiative that will look at the most important service functions which operate across the entire University. This initiative will help discover and ensure how to further improve and achieve best practices in each Service Center. A periodic review of service centers is one of the key recommendations proposed by the Budget System Review Committee. The review schedule anticipates undertaking two or three reviews a year and return to a service center every five years for an updated review.
- The strategic review of the Procurement function was undertaken as a proof-in-concept of the Service Center review process, and built upon a great deal of previous work and improvement that had already taken place.
- This review included an extensive interviewing process with Procurement personnel and key university stakeholders, review of selected data and documents, a focused peer institution benchmarking study, and a review of processes and tools.
- This report highlights prioritized recommendations that came from the above reviews and studies, with a 5-year plan to help guide the university through the implementation of those recommendations
- The methodology developed and used for this strategic Procurement Service Center review at Case Western University, will be used for all of the subsequent Service Center Reviews



Review of Previous Procurement Improvement Activities

It is important to acknowledge and recognize the numerous positive developments in Case Western's Procurement Department which have occurred in the past 6 to 12 months.

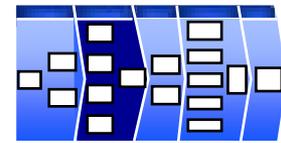
- Approximately nine months ago, Melinda Boykin was installed as the new Director of Procurement to lead the entire Procurement & Distribution Services operation, a move which has been well received across campus
- SciQuest was selected and deployed in Spring 2010 for new catalog shopping functionality. The SmartCart process has been generally viewed as a positive step across the university as users have learned and become more comfortable with this new system
- The Contracts team was replaced in Spring 2010 and a new process and guidelines for developing, reviewing and approving contracts was implemented. These changes have led to significantly improved turnaround times which has been recognized and well received across campus
- Procurement has selected a new sourcing technology provider, IASTA, and is currently running initial pilot sourcing initiatives. Through the use of this tool, Procurement is expecting to run sourcing initiatives more efficiently and deliver greater cost savings



Review of Previous Procurement Improvement Activities – Cont'd

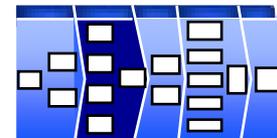
It is important to acknowledge and recognize the numerous positive developments in Case Western's Procurement Department which have occurred in the past 6 to 12 months.

- The Advisory Board's Spend Compass analytics tool was selected and implemented in 2010 to provide the Procurement department improved spend visibility. Spend reporting capabilities are already notably improved compared to previous spend analysis methods
- Customers across campus have noticed and appreciated a general improvement in the Procurement Department over the past 6 to 9 months, as evidenced by more competent customer service, quicker response times and a greater customer service orientation
- Earlier this year Procurement facilitated a major upgrade of PeopleSoft
- The PDS website was updated and redesigned in FY2010
- A new P-Card audit process was developed and implemented in FY2010
- Numerous new preferred supplier relationships have been entered into across a range of categories, including desktop printers, gas, water, copiers, MRO, etc



Interviews – Summary

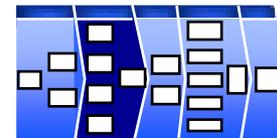
- One of the key assessment activities involved interviewing a broad and representative selection of stakeholders, customers and Procurement employees
- Interviews were conducted in order to understand issues from a customer perspective as well as the perspective from within Procurement
- Respondents provided very candid and specific feedback regarding Procurement's processes, policies, technology and organization
- Broad support for exists for Service Center Assessments in general as a tool to facilitate improvements
- Overall, interviewees desired greatly improved levels of customer service compared to today's practices
- Many interviewees, including within Procurement, view Procurement's primary responsibility as compliance ("wrist slapping"), not to enable purchasing and sourcing activities
- There is broad recognition of the significant improvements already realized over the past six to nine months.



Interviews – Key Stakeholders Interviewed

Interviewees include:

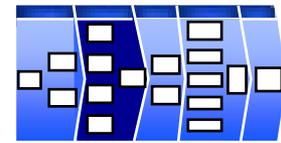
- Laurie McCombs - Contract Expeditor
- Sheila Wright - Buyer (Contracts)
- Mandy Carte - Mgr. Customer Care Team , Pcard Admin
- Gwen Potts- Nash - Asst. Director of AP
- Vernall Henderson-Willis - Accountant
- Andrea Longstreet - Agent (Research)
- Terry Thomas- Buyer (Facilities)
- Nadine Oliver - Agent (Construction)
- John Kane - Agent (IT)
- Richard Cowie - ERP Analyst
- Judi Williams - Buyer (General)
- Merless Willis - Customer Care Team Dept. Admin
- Melinda Boykin - Director
- Colleen Goss - Dir of Departmental Operations, School of Medicine
- Mark Henderson - ITS Assoc VP & Chief Oper Off, ITS
- Donna Parsell - Manager - Finance & Planning, School of Medicine
- Crystal Taylor - Assistant Dean, Law School
- Susan Frey - Assistant Dean, School of Nursing
- Cynthia Archibald - Asst Director Fin and Op, School of Dental Medicine
- Taryn Smith - Dir Budget & Financial Plan, Arts & Sciences
- Brian Foss - Manager - Finance & Planning, School of Medicine
- Nicole Addington - Director - Finance & Planning, School of Medicine
- Sharon Martin - Assoc Dean for Fin & Admin, Weatherhead School of Management
- Lawrence Gibson - Sr Exec Dir of Advancement Serv, Development
- Lolita Hines - AVP Fin, Admin & Strateg Plan, ITS
- John Smolik - Assistant Dean, School Of Dental Medicine
- Yana Katsevich – Manager, Technology Transfer Office
- Dennis Rupert - Asst VP, Student Affairs
- Karen Powers - Assist Dean Fin Admin, MSASS
- Chris Ash - VP Of Planning & Inst Research , Off of Plan & Inst Research
- Chris Cullis - Faculty Senate Rep & Professor , Arts & Sciences
- Steve Haynesworth - Assoc Prof & Assoc Dean, Art & Sciences



Interviews – Key Stakeholders Interviewed (cont'd)

Interviewees include:

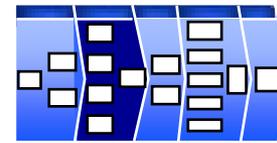
- Don Kamalsky - Assc VP Campus Life Facilities, University Housing Office
- John Lawyer - AVP F&A Campus Planning & OP, Facilities Planning
- Steve Campbell - VP Facilities Management, Facilities Planning
- Chris Masotti - Vice Dean for Finance & Admin, School of Medicine
- Gene Matthews - Director Plant Services, Plant Admin & General
- Glenn Bieler - Assoc VP Mktg & Communications, University Relations
- Lev Gonick - Vice President, ITS
- Chuck Rozek - Vice Provost and Dean of Graduate Studies
- Brad Fralic – Controller, Controller's Office
- Pam Davis - SOM Dean, School of Medicine
- Barbara Snyder – President, Office of the President
- John Blackwell - Interim Finance Manager, School of Engineering
- Bud Baeslack -Provost & Exec Vice President, Office of the President & Provost
- Lara Kalafatis - Vice Pres of Univ Relations, University Relations
- Carolyn Gregory - VP for Human Resources, Human Resources
- May Wykle - Dean- School of Nursing, School of Nursing
- Marilyn Mobley - VP for Inclusion, Div & Eq OPP, Eq. Opport. & Diversity
- Robert Miller - Vice Dean for Research, School of Medicine
- John Wheeler - Sr VP for Administration, Office of Administration
- Cleve Gilmore - Dean – MSASS, MSASS
- Robert Rawson - Interim Dean, Law School, School of Law



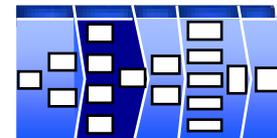
Peer Institution Benchmarking – Top Three Priorities

Metric										
Procurement top three priorities:										
1.		Value	Increase electronic payment processes	Increase spend w/ contract suppliers	Customer service	Cost containment - savings goal of \$30M by FY14	Campus partner satisfaction	Gain control of the policy	Implement T&E mgmt solution, contracts	Increase Contracted Catalog Content in SciQuest
2.		Compliance	Increase spend thru SciQuest	Maintain compliance with federal procurement regulations	Visibility on campus	Increasing the usage of e-Procurement tool	Cost containment	Implement changes to more channel spend	Identify strategic sourcing opportunities	Enhance client service outreach program/ relationship building
3.		Efficiency	Full utilization of Spend Compass	Increase electronic order/invoice volume	Student involvement	Communications	Process Digitization	Standardize processes	Expand department relationships	Enhance staff skill sets moving from tactical to strategic

Peer Institution Benchmarking – Top Three Strategic Initiatives



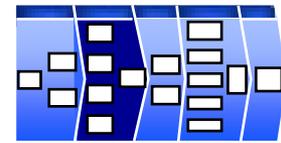
Metric										
Procurement top three improvement opportunities:										
1.		Improved supplier agreements and better relationship mgmt and increased adoption	Streamline more payment processes	Increase efficiency	Technology and tools to improve efficiency and update processes	Staff skill assessment and training	Process digitization	Too many to prioritize into a top three. It changes daily.	Implement a clear and simple way to measure cost savings	All of the above
2.		Streamline business process documentation and design	Automate Risk Management insurance tracking system	Reduce volume of small dollar orders	Internal experience and knowledge base (lack of sourcing experience)	Campus engagement	Strategic sourcing skills development		Getting involved with the purchase process earlier	
3.		Process automation	Full utilization of Spend Compass product	Increase utilization of available automated systems, e.g. SAP	Spend analytics and opportunity analysis	Communications	Compliance /Consumption mgmt thru campus communications		Streamlining the contract review and signature process	



Peer and Preferred Practices – Summary

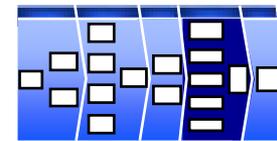
From the peer institution survey results, we identified a number of areas where CWRU Procurement differs from its peers.

- In terms of Procurement organization, there was a broad range amongst the Case peer group, both in terms of organizational structures and staffing levels
- With the exception of communicating through a faculty/staff newspaper, Case Procurement uses most of the same communication paths as its peers to reach its customers throughout the campus
- Five of the nine peer institutions reported using a software/system to track and manage customer care requests
- Only one of nine schools reported having Distribution Services within Procurement while the majority did have Travel & Entertainment underneath Procurement
- Two of nine schools reported having a requirement to physically sign all POs while an additional two only required signatures on some POs. The other five had no PO signature requirement
- Seven of nine schools reported having the capability to auto-email or auto-fax purchase orders directly from their system



Peer and Preferred Practices – Summary (cont'd)

- No schools reported requiring contracts to be in place for ALL purchases as Case currently does
- Three of nine schools reported having contract requirements only for purchases above anywhere between \$15-25K
- The majority of respondents indicated that they perform multiple rounds of negotiations (*versus 3-bids-and-a-buy as for Case*) with suppliers in their sourcing process
- Roughly half of the respondents reported having developed and published their Vision, Mission, Guiding Principles along with their Goals and Objectives
- Six of nine schools reported having a Supplier Diversity Program and five of these six schools indicated they have specific targets and goals for their program.
 - Three of these six publish these targets internally while only two of the six publish these targets externally



Preferred Practice Gap Matrix

A high-level “current state map” of Procurement Key Functions and Performance Areas relative to leading practices indicates that Case Western is, overall, Average relative to other Higher Education institutions

Key Functions of Service Center	Key Performance Areas	Stages of Excellence					KPA Scores	Range of Higher Ed Average Scores
		Stage 1 <i>Challenged</i>	Stage 2 <i>Basic</i>	Stage 3 <i>Intermediate</i>	Stage 4 <i>Advanced</i>	Stage 5 <i>Leading</i>		
Sourcing	Mission, Strategy, & Vision						1	6-7
	Organization, People & Culture						2	
	Policies, Processes, & Procedures						1	
	Technology, Systems & Tools						2	
Sourcing (max potential score = 20 and max potential rating = 5)							6	
Enablement	Mission, Strategy, & Vision						3	7-8
	Organization, People & Culture						2	
	Policies, Processes, & Procedures						3	
	Technology, Systems & Tools						3	
Enablement (max potential score = 20 and max potential rating = 5)							11	
Procurement	Mission, Strategy, & Vision						2	8-9
	Organization, People & Culture						2	
	Policies, Processes, & Procedures						2	
	Technology, Systems & Tools						2	
Procurement (max potential score = 20 and max potential rating = 5)							8	
Suppliers	Mission, Strategy, & Vision						1	6-7
	Organization, People & Culture						2	
	Policies, Processes, & Procedures						1	
	Technology, Systems & Tools						1	
Suppliers (max potential score = 20 and max potential rating = 5)							5	
Analysis	Mission, Strategy, & Vision						1	7-8
	Organization, People & Culture						2	
	Policies, Processes, & Procedures						1	
	Technology, Systems & Tools						2	
Analysis (max potential score = 20 and max potential rating = 5)							6	
Overall Procurement Score and Rating (max score = 100, max rating = 5)							36	34-39

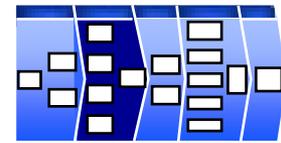


Preferred Practice Gap Matrix

There is a wide range between Laggards and Best in Class organizations as indicated by their Procurement Key Functions for both Higher Education and Corporate institutions

	Key Functions	Laggards	Average	Best-in-Class
Higher Education	Sourcing	4-5	6-7	13-15
	Enablement	4-5	7-8	15-17
	Procurement	5-6	8-9	13-15
	Suppliers	4-5	6-7	11-13
	Analysis	4-5	7-8	11-13
	Totals		22-27	34-39
Corporate	Sourcing	5-7	11-13	18-20
	Enablement	7-9	9-11	16-18
	Procurement	7-9	11-13	17-19
	Suppliers	8-9	12-14	18-20
	Analysis	5-7	10-12	18-20
	Totals		32-42	53-63

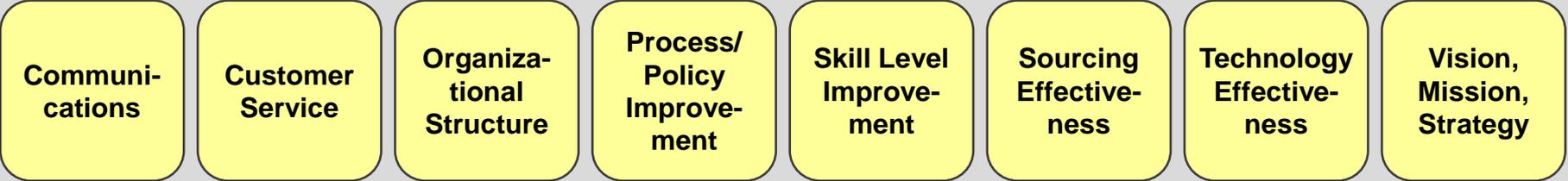
Recently Stanford University went through a similar Procurement review exercise and, based upon the implementation of review recommendations, significantly moved from an initial score of 24 (Laggard) to a much improved score of 56 (near Best-in-Class)



Case Western-Specific Improvement Areas – Overview

Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

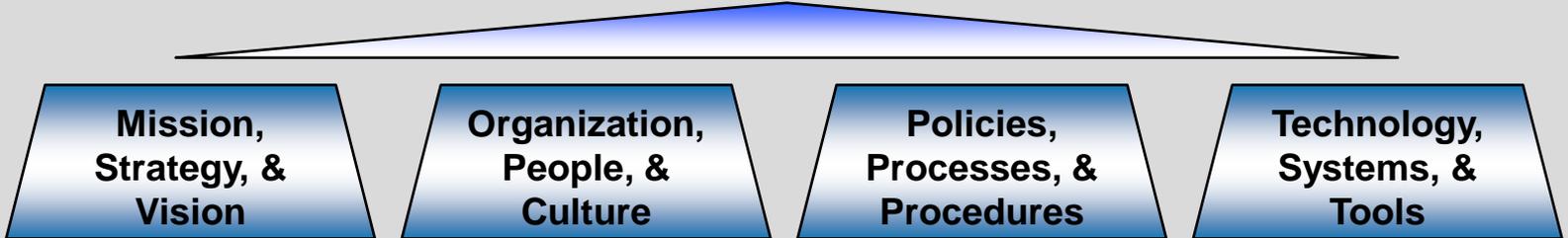
Case Western-Specific Areas of Improvement Opportunity

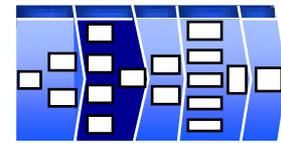


Key Procurement Functions



Fundamental Performance Areas ("Core Four")





Case Western-Specific Improvement Areas – Communications

Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

**Communi-
cations**

Customer Service

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

Sourcing
Effective-
ness

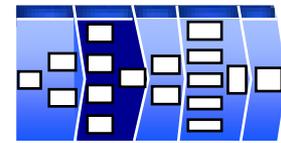
Technology
Effective-
ness

Vision,
Mission,
Strategy

- **Highlight Preferred Vendor Relationships**
- **Reinforce and Re-communicate Procurement Policies**
- **Improve Website Effectiveness**
- **Employ More Change Management**

What's Working Well

- *Procurement Director's regular meetings on campus with the business managers and UGEN departments*



Case Western-Specific Improvement Areas – Customer Service

Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

**Customer
Service**

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

Sourcing
Effective-
ness

Technology
Effective-
ness

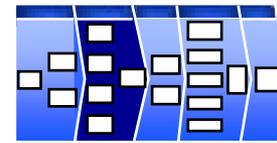
Vision,
Mission,
Strategy

- **Track Customer Care Tasks**
- **Purchasing Process Visibility**
- **Develop Customer Service Training Curriculum**
- **Recognize and Acknowledge Unique Customer Service Needs**

What's Working Well

- *Users across campus are aware of the Customer Service team and their role*
- *Many users acknowledge being able to get quick answers to their questions from the Customer Care team*

Case Western-Specific Improvement Areas – Organizational Structure



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

**Organiza-
tional
Structure**

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

Sourcing
Effective-
ness

Technology
Effective-
ness

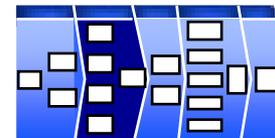
Vision,
Mission,
Strategy

- **Reassign Distribution Services**
- **Selectively Embed Sourcing Agents Within Schools**
- **Reorganize Procurement Function**
- **Relocate Procurement on Campus**

What's Working Well

- *Agents are well organized in their focus on specific commodities or spend categories*

Case Western-Specific Improvement Areas – Process/Policy Improvement



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

Organiza-
tional
Structure

**Process/
Policy
Improve-
ment**

Skill Level
Improve-
ment

Sourcing
Effective-
ness

Technology
Effective-
ness

Vision,
Mission,
Strategy

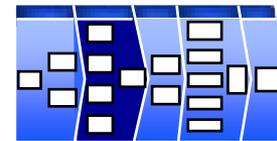
- **Enable Auto-Emailing and Auto-Faxing of POs**
- **Eliminate PO Signatures**
- **Contract Review Guidelines**
- **Pcard Program Expansion**
- **Manage Punch Out Catalogs**
- **Reduce 'After-the-Fact' POs**

- **Distribute Rebates to Schools/Departments**
- **Eliminate Certain Pcard Restrictions**

What's Working Well

- *The basic purchasing process, req-to-PO, works well and suits customer needs*
- *Many contracts are now able to be created, approved and fully executed in a much timelier way*
- *SmartCart shopping process appears to be well established already*
- *Pcard program design incorporates many best practices*

Case Western-Specific Improvement Areas – Skill Level Improvement



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

**Skill Level
Improve-
ment**

Sourcing
Effective-
ness

Technology
Effective-
ness

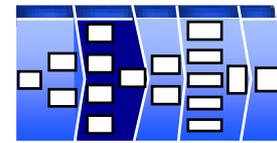
Vision,
Mission,
Strategy

- **Sourcing Training**
- **Negotiations Training**
- **SRM (Supplier Relationship Management) Training**
- **Develop Category Expertise/Specialization In Sourcing Function**

What's Working Well

- *Procurement staff is beginning to receive training on various new tools, including SciQuest, IASTA, and Spend Compass*
- *There has been some successful realignment/reorganization around matching existing skill sets and responsibilities of the position (i.e., contracts)*

Case Western-Specific Improvement Areas – Sourcing Effectiveness



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

**Sourcing
Effective-
ness**

Technology
Effective-
ness

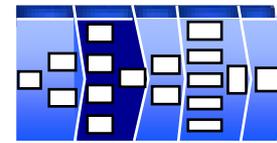
Vision,
Mission,
Strategy

- **Sourcing Pipeline**
- **High Level Current Supplier Contract Analysis**
- **Do Strategic Sourcing**

What's Working Well

- *A large number of preferred vendor relationships have been established*

Case Western-Specific Improvement Areas – Technology Effectiveness



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

Sourcing
Effective-
ness

**Technology
Effective-
ness**

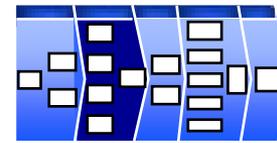
Vision,
Mission,
Strategy

- **Improve Analytical/Reporting Tools/Skills**
- **Sourcing Tools**
- **Contract Management Software**
- **SmartCart Catalog Pipeline**
- **Default Populate Specific SmartCart Fields**

What's Working Well

- *The basic PeopleSoft purchasing system appears to work well*
- *The initial SmartCart deployment has generally worked fine for a majority of users*
- *The selection and rollout of Spend Compass and IASTA are positive developments*

Case Western-Specific Improvement Areas – Vision, Mission, Strategy



Based on our initial assessment through the customer, stakeholder and Procurement interviews, we identified eight areas for improvement within Procurement

Areas of Improvement Opportunity

Communi-
cations

Customer
Service

Organiza-
tional
Structure

Process/
Policy
Improve-
ment

Skill Level
Improve-
ment

Sourcing
Effective-
ness

Technology
Effective-
ness

**Vision,
Mission,
Strategy**

- **Establish Supplier Diversity Targets**
- **Develop/Establish Procurement Department's Vision and Mission**
- **Create Performance Metrics**

What's Working Well

- *The supplier diversity program is viewed as a success and numerous users see tangible benefits from the current program*

CWRU roadmap to best practice



Quick Hits

1. Develop/Establish Procurement Department's Vision and Mission & Create Performance Metrics
2. Eliminate PO Signatures
3. Default Populate Specific SmartCart Fields
4. Establish Supplier Diversity Targets
5. Purchasing Process Visibility
6. SmartCart Catalog Pipeline
7. Contract Review Guidelines
8. Improve Website Effectiveness / Highlight Preferred Vendor Relationships

Year One

9. Sourcing, Negotiations, and SRM (Supplier Relationship Management) Training / Develop Customer Service Training Curriculum / Sourcing Tools
10. Eliminate Certain Pcard Restrictions / Pcard Program Expansion
11. Sourcing Pipeline / Do Strategic Sourcing
12. Track Customer Care Tasks

Year Two

13. Reinforce and Recommunicate Procurement Policies
14. Develop Category Expertise/Specialization In Sourcing Function
15. Reassign Distribution Services / Reorganize Procurement Function
16. Improve Analytical/Reporting Tools/Skills

Year Three

17. Employ More Change Management
18. Enable Auto-Emailing and Auto-Faxing of POs
19. Manage Punch Out Catalogs
20. Reduce 'After-the-Fact' POs

Year Four

21. Distribute Rebates to Schools/Departments
22. Recognize and Acknowledge Unique Customer Service Needs
23. Selectively Embed Sourcing Agents Within Schools

Year Five

24. Reassess Procurement Function
25. Contract Management Software
26. Relocate Procurement on Campus



Recommendation Sequencing/Timing

Quick Hit Opportunities	Duration	Resources
1. Develop/Establish Procurement Department's Vision and Mission & Create Performance Metrics	3 weeks	Dick Jamieson, and Procurement Team
2. Eliminate PO Signatures	1 week	Melinda, IT, Audit and Buyers
3. Default Populate Specific SmartCart Fields	4 weeks	Melinda and IT
4. Establish Supplier Diversity Targets	4 weeks	Melinda, and Supplier Diversity Council
5. Purchasing Process Visibility	3 weeks	Melinda, Customer Care and Buyers
6. SmartCart Catalog Pipeline	6 weeks	Melinda
7. Contract Review Guidelines	8 weeks	Dick Jamieson, Melinda, Contract Team Legal and Audit
8. Improve Website Effectiveness and Highlight Preferred Vendor Relationships	12 weeks	Melinda and IT

Resource Requirements

- Can be satisfied internally
- Will likely need outside resources
- Outside resources required



Recommendation Sequencing/Timing

Year One Opportunities	Duration	Resources
9. Sourcing, Negotiations, and SRM (Supplier Relationship Management) Training / Develop Customer Service Training Curriculum / Sourcing Tools	12 months (in stages)	Dick Jamieson, Procurement Team and CAPS
10. Eliminate Certain Pcard Restrictions / Pcard Program Expansion	3 months	Melinda and Pcard Administrator
11. Sourcing Pipeline / Do Strategic Sourcing / High Level Current Supplier Contract Analysis	2 months – Pipeline Development and Contract Analysis 5 months – Wave 1 Sourcing Initiatives 5 months – Wave 2	Melinda, Spend Compass and Agents
12. Track Customer Care Tasks	2 months	Melinda, Customer Care and IT

Resource Requirements

	Can be satisfied internally
	Will likely need outside resources
	Outside resources required



Recommendation Sequencing/Timing

Year Two Opportunities	Duration	Resources
13. Reinforce and Recommunicate Procurement Policies	12 months (in stages)	Melinda and select Procurement team members as appropriate
14. Develop Category Expertise/Specialization In Sourcing Function	12 months+	Melinda and Agents
15. Reassign Distribution Services / Reorganize Procurement Function	6-9 months	Dick Jamieson, Melinda and HR
16. Improve Analytical/Reporting Tools/Skills	12 months (in stages)	Procurement Team, Business Managers, and IT

Resource Requirements

	Can be satisfied internally
	Will likely need outside resources
	Outside resources required



Recommendation Sequencing/Timing

Year Three Opportunities	Duration	Resources
17. Employ More Change Management	12 months+	Melinda and select Procurement team members as appropriate
18. Enable Auto-Emailing and Auto-Faxing of POs	4 months	Melinda and IT
19. Establish Punch Out Catalog Management Process	2 months	Melinda and Audit
20. Reduce 'After-the-Fact' POs	12 months (in stages)	John Sideras, Dick Jamieson, Procurement Team and Business Managers

Resource Requirements

	Can be satisfied internally
	Will likely need outside resources
	Outside resources required

Recommendation Sequencing/Timing



Year Four Opportunities	Duration	Resources
21. Distribute Rebates to Schools/Departments	1 month	John Sideras, Dick Jamieson, and Others
22. Recognize and Acknowledge Unique Customer Service Needs	3 months	John Sideras, Dick Jamieson, Melinda and select Business Managers
23. Selectively Embed Sourcing Agents Within Schools	2 months	Dick Jamieson, Melinda and select Business Managers

Resource Requirements

	Can be satisfied internally
	Will likely need outside resources
	Outside resources required



Recommendation Sequencing/Timing

Year Five Opportunities	Duration	Resources
24. Reassess Procurement Function	2 months	Procurement Team and Griffin
25. Contract Management Software	6 months	Procurement Team, Legal and IT
26. Relocate Procurement on Campus	6 months	John Sideras, Dick Jamieson, Melinda and Facilities

Resource Requirements

	Can be satisfied internally
	Will likely need outside resources
	Outside resources required

Summary Message

- Progress and momentum over the last year independently validated
- Overall the KPA score is 36 which is 50th percentile
- “What is working well” vs. “Areas of Improvement Opportunity” are called-out in eight functional areas
- Additional use of technology identified as an opportunity
- Strategic initiatives are sequenced in optimal order leading to Best Practice