

Faculty Senate Meeting
Thursday, January 26, 2012
3:30 p.m. - 5:30 p.m. – Adelbert Hall, Toepfer Room

AGENDA

3:30 p.m.	Approval of Minutes from the December 19, 2011 Faculty Senate meeting, <i>attachment</i>	G. Chottiner
	President's and Provost's Announcements	B. Snyder B. Baeslack
	Chair's Announcements	G. Chottiner
3:40 p.m.	Report from the Executive Committee	R. Dubin
	Report from Secretary of the Corporation	L. Keefer
3:50 p.m.	Committee on Undergraduate Education: Study Abroad Procedures <i>attachment</i>	L. Parker
4:05 p.m.	Strategic Plan for IT Services <i>attachments</i>	R. Muzic M. Henderson T. Siu J. Gumpf
4:35 p.m.	IT Services for Emeriti and Retired Faculty <i>attachment</i>	R. Muzic
4:45 p.m.	Action Report from the Provost's Retreat	B. Baeslack



Faculty Senate Meeting

Thursday, January 26, 2012

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

Members Present

Daniel Akerib
Bud Baeslack
Timothy Beal
Jessica Berg
Ronald Blanton
Richard Buchanan
Matthias Buck
Gary Chottiner
Steven Cummins
Lisa Damato
Mary Davis
William Deal
Nicole Deming
Robin Dubin

Thomas Egelhoff
Karen Farrell
Steven Fox
John Fredieu
Alfredo Hernandez
Mark Joseph
Thomas Kelley
Kurt Koenigsberger
Alan Levine
Deborah Lindell
Joseph Mansour
Ray Muzic
Dale Nance

John Orlock
Leena Palomo
Larry Parker
Alan Rocke
Robert Savinell
JB Silvers
David Singer
Martin Snider
Barbara Snyder
Lee Thompson
George Vairaktarakis
Elizabeth Woyczynski
Xin Yu

Members Absent

Hussein Assaf
Bruce Averbook
Lee Blazey
Mark Chance
Elizabeth Click
David Crampton
Chris Cullis

Patricia Higgins
Christine Hudak
Quentin Jamieson
Zheng-Rong Lu
Laura McNally
G. Regina Nixon
Mary Quinn Griffin

Julie Redding
Gary Stonum
Sorin Teich
Susan Tullai-McGuinness
Georgia Wiesner
David Wilson
Nicholas Ziats

Others Present

Daniel Anker
Christine Ash
Richard Bischoff
Christine Cano
Jennifer Cimperman
Donald Feke

Jeff Gumpf
Amy Hammett
Mark Henderson
Arnold Hirshon
Ermin Melle
Colleen Nagy

Dean Patterson
Ginger Saha
Thomas Siu
Christian Swol
Colleen Trembl
Jeffrey Wolcowitz

Call to Order

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

Approval of minutes

Upon motion, duly seconded, the minutes of the Faculty Senate meeting of December 19, 2011 were approved as submitted.

President's announcements

President Barbara Snyder said that the university set a fundraising record for the six month period from July to December 2011 when the university raised 99 million dollars, compared to 68 million dollars for same period in 2010. The university has raised 12 million dollars since the capital campaign was formally launched at the Blue Bash on October 13, 2011. She thanked Senior Vice President for University Relations and Development Bruce Loessin and his team for their hard work and the faculty for their support of the university's fundraising activities.

President Snyder said that there will be a groundbreaking ceremony for the new Tinkham Veale University Center this year. Uptown, a mixed-use residential and retail project at the corner of Mayfield Road and Euclid Avenue, will open this spring, including the new university Barnes and Noble bookstore and a new grocery store, Constantino's. Over 100 new apartments will be open for rent in Uptown.

In the fall, the university will celebrate its first joint celebration of Alumni Weekend, Homecoming, and Parent's Weekend the weekend of September 27-30, 2012. The Board of Trustees is also scheduled to meet that weekend.

Report from Secretary of the Corporation

Ms. Colleen Treml, deputy general counsel, said that Board of Trustees met on January 17, 2012 to approve new funds, faculty appointments and re-appointments, and the redemption of bonds. Mr. Bruce Loessin gave a report about university fundraising activities; Mr. John Sideras, senior vice president and chief financial officer, presented an updated financial report, and Mr. Steve Campbell, vice president for campus planning and facilities management, reported on the development of Uptown and the on-going renovations to the Temple – Tifereth Israel which will serve as the university's new performing arts center.

Chair's announcements

Prof. Gary Chottiner, chair, Faculty Senate, said that the university regularly receives solicitations for support of social justice causes around the world. The Executive Committee decided that, since there is no viable means for the university to verify the claims or ascertain the merit of all solicitations, the senate leadership will decline to disseminate or endorse any such solicitations.

He said the Faculty Senate Faculty Interest Survey was posted in *The Daily* that week and it will be emailed shortly to all faculty. He encouraged faculty to complete the survey to indicate their interest in serving on any of the faculty senate standing committees. Prof. Chottiner said the deans had each received a letter to request that elections for new faculty senators be concluded by March 1. At least one senator from each constituent faculty will need to stand for election by the Faculty Senate to the 2012-2013 Executive Committee. A faculty senate newsletter will be published shortly, and he encouraged anyone with suggested content to contact him or the secretary, Liz Woyczynski.

Report from the Executive Committee

Prof. Robin Dubin, chair-elect, Faculty Senate, said that each school representative on the Executive Committee also serves as an *ex-officio* member of their school's faculty executive committee, so that they can make the school aware of Faculty Senate issues and, conversely, the Senate aware of issues at the school. Hence, each Executive Committee representative is asked to give a brief annual report to the Executive Committee concerning current issues at their school or college. The Executive Committee endorsed the Faculty Senate Committee on Undergraduate Education's plan to consider

improvements to course evaluations, including issues such as the response rate and use of the data. The Executive Committee agreed to forward the FSCUE's proposal to the Faculty Senate for review.

The *ad hoc* Committee for an Electronic Attendance Option for Faculty Senate Meetings had its first meeting, at which committee members viewed a demonstration of Adobe Connect. The *ad hoc* committee will request that the Executive Committee approve a demonstration of the Adobe Connect attendance option (with senators using their laptops in the Toepfer Room) for the February meeting of the Faculty Senate. This demonstration would allow senators to evaluate the merit of having an electronic attendance option written into the by-laws of the Faculty Senate.

5-year Academic Calendar

Ms. Amy Hammett, University Registrar, presented the updated 5-year academic calendar for Fall 2012 to Spring 2017. She said that the notation about withdrawing from classes clearly indicates, for the first time, different deadlines for first year students and upper class students. There was some discussion whether or not fall and spring breaks should be clearly identified as for undergraduates only. Ms. Hammett said that instructors who had both undergraduate and graduate students in the same classroom had the option to require or cancel classes for their graduate students during fall or spring breaks. The Faculty Senate Committee on Graduate Studies will consider this and other questions about the calendar in so far as graduate programs may be concerned. As required by the Faculty Handbook, the Faculty Senate approved the academic calendar for transmittal to the Board of Trustees.

Committee on Undergraduate Education: Study Abroad Procedures

Prof. Larry Parker, chair, Committee on Undergraduate Education introduced the proposed study abroad procedure that would require Case Western Reserve undergraduates to study a language of the host country while studying abroad. Prof. Parker explained that this proposal would replace the requirement that students complete four semesters of language classes on campus before studying abroad in countries where the spoken language is taught at CWRU. Dean Wolcowitz, Undergraduate Studies, clarified that several groups of students (such as those who pursued engineering study abroad programs, with all classes taught in English, in non-English speaking countries) had been held exempt from required on campus language classes. He said that the new proposal recalibrated the language requirement for study abroad to a standard that worked for all undergraduates, including engineering students and the others who have been held exempt. The proposal was included in the Final Report of the Undergraduate Education Abroad/International Experience Working Group to the International Planning Committee and approved by the Faculty Senate Committee on Undergraduate Education. The Faculty Senate voted to approve the proposed study abroad procedures which are attached to these meeting minutes.

Strategic Plan for IT Services

Prof. Ray Muzic, chair, Committee on Information and Communication Technology gave the committee's annual presentation to the Faculty Senate, as required by the Senate by-laws. He demonstrated the committee's website, and listed the topics for discussion at their monthly meetings to date. Mr. Mark Henderson, associate vice president and chief operations officer, Information Technology Services, gave a presentation about the university's current initiatives and investments. Their presentations are attached to these meeting minutes.

IT Services for Emeriti and Retired Faculty

Prof. Muzic presented the committee's resolution to amend the Faculty Handbook to clarify the differences in IT support for faculty who leave the university versus emeriti faculty. Emeriti faculty

retain their email addresses and full access to the university's software center. Faculty who leave the university can have their email forwarded to another email address. The Faculty Senate endorsed the edits to the Faculty Handbook for subsequent review by the Faculty Senate Committee on By-laws. The draft resolution is attached to these meeting minutes.

Action Report from the Provost's Retreat

Provost Bud Baeslack presented the action report from the annual Provost's Strategic Retreat. The presentation outlined progress on the university's strategic alliances and other issues raised during the retreat. The presentation is attached to these meeting minutes.

The meeting was adjourned at 5:30 p.m.

APPROVED
by the
FACULTY SENATE



ELIZABETH H. WOYCZYNSKI
SECRETARY OF UNIVERSITY FACULTY

The FSCUE reviewed the attached proposals for changes in some administrative procedures related to semester and year study abroad. These proposals grew out of a USG resolution from April 2008, a discussion document prepared by Shegbo Wang and Jeff Wolcowitz in May 2010, and most recently the Final Report of the Undergraduate Education Abroad/International Experience Working Group to the International Planning Committee.

Language Study

On the recommendation of the FSCUE Academic Standing Subcommittee, the FSCUE voted on Tuesday, December 20, 2011 to approve the following proposal, and the Executive Committee voted on January 18, 2012 to forward the following proposal to the Faculty Senate for final review:

Students studying in a single location for at least a semester will take a course that advances their skills in a language of the host country during each semester of study abroad, provided such courses are available. Students participating in study abroad experiences that are comparative in nature and visit several sites within the same semester should not be required to include language study in their academic programs, recognizing that the goals of these programs are different from those of programs focused on a single site.

Multiple sites

On the recommendation of the FSCUE Academic Standing Subcommittee, the FSCUE voted on Tuesday, December 6, 2011 and the Executive Committee voted on December 8, 2011 to approve the following proposal as follows:

Students who wish to study abroad for two semesters in different locations will be allowed to do so.

FSCICT

FACULTY SENATE COMMITTEE ON INFORMATION AND COMMUNICATION TECHNOLOGY

AY 2011-2012 Report to Executive Committee

26 Jan 2012

Raymond F. Muzic, Jr., FSCICT Chair

Mark Henderson, Associate VP for ITS, COO/ITS

FSCICT IS AN ADVISORY BODY

The FSCICT shall advise the VP for ITS and the Executive Technology Steering Committee on policies, strategies and practices that promote the effective use and management of information and communication technologies (ICT) to support the University's academic and administrative missions. The committee shall: *(By-Law VII, Item j, Par 2, By-Laws of the Faculty Senate)*

- Establish priorities related to ICT policies and strategies on the campus;
- Review and provide input annually on the operations and budget of ITS;
- Advise, consult and help develop guidelines and policies on how to organize and govern information and communication-related services, and how to develop, select and budget for ICT within University Information Technology Services and other technology organizations within the university.

The Committee shall report to the Faculty Senate at least once each year. *By-Law VII, Item j, Par 3, By-Laws of the Faculty Senate*

Student and faculty members of committees of the Faculty Senate who are not elected senators ***may attend all meetings of the Faculty Senate***, and may participate in the discussions of the Faculty Senate related to their committee's work. *Art V, Sec D of Faculty Handbook*

Chairs of FS standing committees are voting members of the FS *Art V, Sec C of Faculty Handbook*

FSCICT OPERATIONS

- Created new website <http://fscict.case.edu>
 - Visible to all CWRU; editable by FSCICT members
 - Includes charge, members, agenda, Minutes, ...
 - Archive for future reference
- Meet monthly

When	When	Where	Recorder	Agenda Draft/Final	Minutes Draft/Approved
Thur 9/15/2011	9:00 AM	Adelbert M2	Muzic	F	A
Thur 10/13	9:00 AM	Inamori Center, 9A	Mihos	F	A
Wed 11/16	10:00 AM	Dampeer Room, KSL	Hudak	F	A
Thur 12/15	9:00 AM	Crawford 720	Burant	F	A
Wed 1/18/2012	10:00 AM	Adelbert M2	Sun	F	D
Thur 2/16	9:00 AM	Crawford 720	Griswold		
Wed 3/21	10:00 AM	Adelbert M2	Bielefeld		
Thur 4/19	9:00 AM	Crawford 720			
Wed 5/16 (if needed)	10:00 AM	Adelbert M2			
Thur 6/21 (if needed)	9:00 AM	Crawford 720			

Attachments (3)

 20120118FSCICTReport.pdf - on Jan 19, 2012 8:57 AM by Raymond Muzic (version 1)
765k [View](#) [Download](#)

 FSCICT Meeting Minutes 120118.docx - on Jan 19, 2012 8:49 AM by Raymond Muzic (version 1)
20k [View](#) [Download](#)

 seminar_calendar.pdf - on Jan 13, 2012 6:27 AM by Raymond Muzic (version 1)
65k [View](#) [Download](#)

- Home
- Discussions
 - Meeting 2012-01-18
 - Meeting 2011-12-16
 - Meeting 2011-11-16
 - Meeting 2011-10-13
 - Meeting 2011-09-15
 - Priority Review Board
 - ITSPAC
 - Network Access and Services for Retired Faculty
- Privileges and Responsibilities
- Membership
- Calendar
- Correspondence
- Links
- Administrative
- Help
- Sitemap

APPROACH

- **Bring together campus leaders**
 - Faculty, ITS, students
- **Encourage engagement**
 - Members take turns being meeting recorders
- **Encourage members to be representatives**
 - Bidirectional: solicit input & disseminate

PARTICIPANTS

- Faculty, ITS, student leaders →
- Collaborate with FSC on University Libraries
 - Reciprocal membership: chairs, VPs
- As Needed
 - Mark Henderson, Assoc VP; COO/ITS
 - Tom Siu, CISO
 - Colleen Nagy, Sr. Dir. Strategic Initiatives
 - Jeff Gumpf, Chief IT Architect
 - Michael Kubit, Dir. ITS Run

Member	Representing	Term
RAYMOND MUZIC, Chair	SOM	2009-2012
IWAN ALEXANDER	CSE	2011-2014
MARC BUCHNER	CSE	2009-2012
CHRISTOPHER BURANT	SON	2010-2013
MARK GRISWOLD	SOM	2011-2014
CHRISTINE HUDAK	SON	2011-2014
CHRIS MIHOS	CAS	2010-2013
DAVID MILLER	MSASS	2010-2013
JIAYANG SUN	CAS	2009-2012
SCHUYLER THOMPSON	Undergraduate Students	2011-2012
RANDALL TOY	Graduate Students	2011-2012
MATTHEW SCHIEFER	Post-Doctoral Scholars	2011-2012
<i>ex officio</i>		
MARY QUINN GRIFFIN	Chair, FS Committee on University Libraries	
LEV GONICK	VP, Information Technology Services	
W. A. "BUD" BAESLACK III	Provost & Executive VP	
ARNOLD HIRSHON	University Librarian	
Invited Consultant		Representing
ROGER BIELEFELD	Research Computing/HPCC	
KALLE LYYTINEN	WSOM & prior FSCICT chair	



FSCICT INITIATIVES

- **Policy for ITS support for retired faculty members**
 - Propose retired faculty members phase-out ITS support
 - Case has contractual obligations related to licensing of software, subscriptions to electronically-accessible journals
 - Alternative sources of email are available
 - Email migration supported
 - Emeritus faculty members retain ITS support identical to regular faculty
- **Propose electronic attendance option for Faculty Senate**
 - Robin Bissel chairs ad hoc committee investigating this

FSCICT DISCUSSION

- Cybersecurity
- Moving Enterprise Resource Planning (back office) to the cloud
- Academic computing and research computing
- Projects & Priorities

ITS DIRECTION

- Defining and establishing shared governance groups
- New service models
- Collaborating with faculty members

SHARED GOVERNANCE

- **Executive Steering Committee**

- Bud Baeslack (Provost)

John Sideras (VP Finance, CFO)

- John Wheeler (VP Administration)

Lev Gonick (VP ITS, CIO)

- **FSCICT**

- **Priorities Review Board (PRB)**

- Mark Henderson (ITS)

Jeff Duerk (CSE Dean)

- **Information Technology and Services Planning Committee (ITSPAC) & subcommittees**

- **Advisory Committee on Research Computing**

- Daniela Calvetti (Faculty)

Roger Bielefeld (ITS)

- **Strategic Planning working groups**

- Multiple - Phil Goldstein coordinates

- FSCICT chair is a member of the PRB. All FSCICT members are encouraged to participate in ITSPAC and some of the FSCICT members serve on the latter groups.

SERVICE MODELS

- Recognize economies of scale
- Technology as a service/Software as a service
- Moving away from “buying blinking lights”
- Moving toward managing relationships with vendors
- Examples: Google email, Virtual desktop, Cloud services

FACULTY-ITS COLLABORATIONS

- **Mark Griswold**, Radiology; Roger Bielefeld, ITS
 - GPU cluster, networking for medical imaging
- **Carolina Perera**, Modern Languages and Literatures
 - Using cutting edge ITS, social media in education (Second Life)
- **Robert Kirsch**, Biomedical Engineering; Roger Bielefeld, ITS
 - Mechanics and control of human movement; HPC simulation, modeling, optimization
- **Michael Lewicki**, EECS
 - Models of sensory processing, evolution; HPC, large-scale optimization
- **Daniela Calvetti**, MATH
 - Compute-intensive modeling, simulation; developing education sequence; HPC

For details see ITSPAC Minutes 12/7/2011 [Link](#)

HPC = High Performance Cluster

GPU = Graphic Processing Unit (computer games, visualization)

SUMMARY

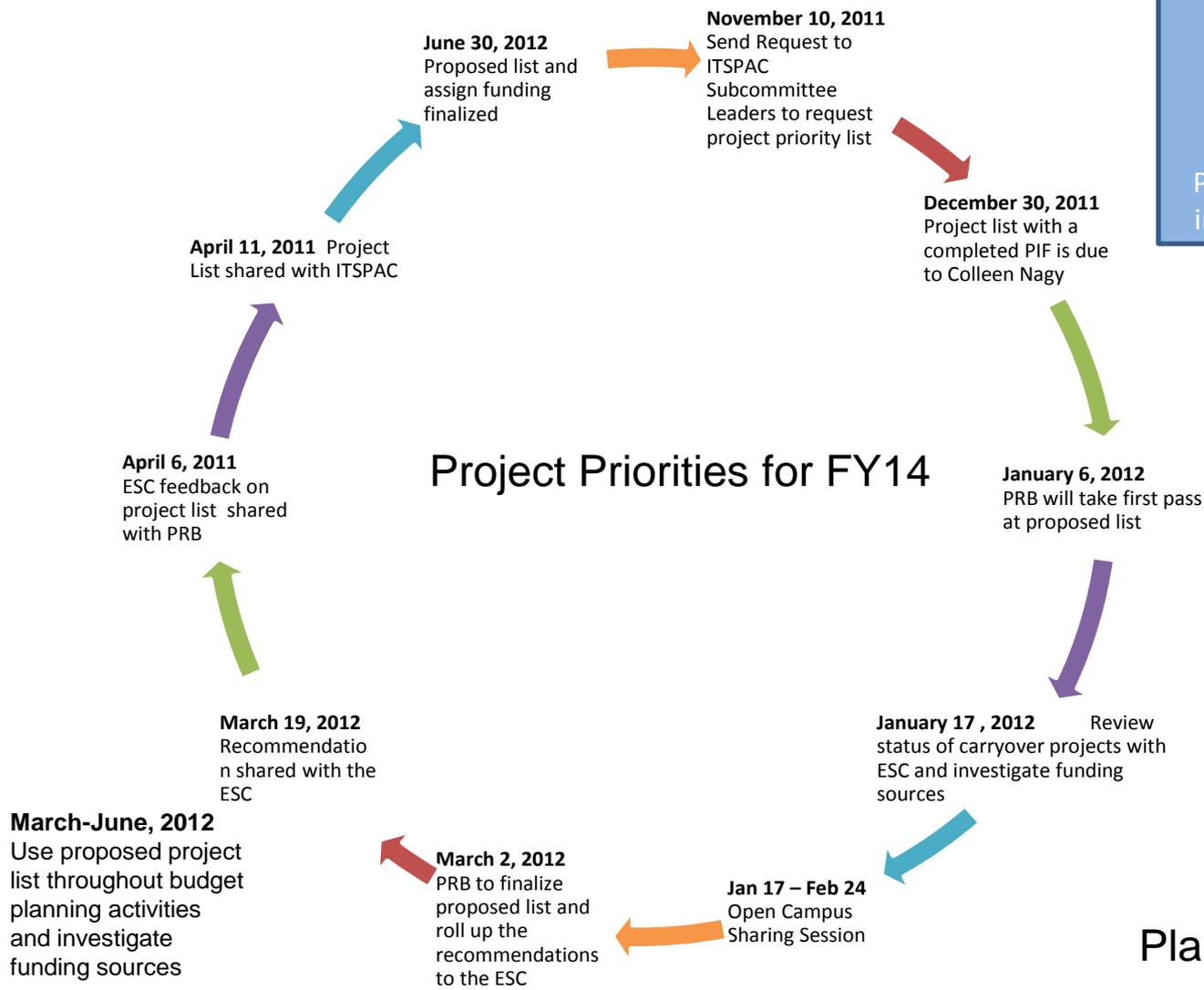
- FSCICT working with senior ITS leadership
- ITS healthy, efficient, transparent



Faculty Senate Update

ITS Priority Review

January 26, 2012



Inclusion Threshold
For PRB Review
 >= \$100,000
 >= 750 ITS FTE hours
 University-wide impact
 Projects meeting the criteria will be included in the governance process

Planning Cycle for FY14

FY 12 ESC Annual Operational Goals for the University

1. Investments and efforts in academic alliance alignment activities focused on ITS FY13-15 Strategic Framework
2. Investment and effort in decision support, business process improvements and business agility
3. Information Security compliance, regulatory, and identity management and protection with a focus on clinical data management
4. University-Wide Program focus on virtualization in support of President's Climate Action Plan, cost containment, and alignment of university-wide IT human resources and talent
5. Continue to advance IT governance with focus on Priority Review Board and other governance groups on "IT Sourcing Framework" (aka the Goldstein Plan)

Status - FY12 Project Priorities – Funded

Project	Status	Executive Sponsor	Impact (Change)	ESC Goal, Priority	Cost	Fiscal Year
Pre-Award Grants System	Recommendation for Huron/Click to ESC was approved and working on contract.	Suzanne Rivera	Faculty, Staff	<i>Academic alliance alignment activities</i>	\$2 M - \$2.8M over 3 years	2012
Admissions for Graduate programs	Testing Application process, working on SIS interface, planning for data conversion	Mary Kerr, Charles Rozek	Student, Staff	<i>Decision support, business process improvements</i>	\$100K/year for 6 years	2012
PowerFAIDs (Financial Aid)	Interface to PowerFAIDs from SIS complete. Phase 2 underway	Richard Bischoff	Student, Staff	<i>Decision support, business process improvements</i>	\$200K – \$400K	2012
Travel and Expense Module	Specification completed. Development underway	Dick Jamieson	Faculty, Staff	<i>Decision support, business process improvements</i>	\$64K	2012
Scientific Data Visualization Support	Position Posted	Faculty Senate Committee on Information and Communication Technology	Faculty	Academic alliance alignment activities	\$105,000/yr	2012

Status - FY12 Project Priorities – Funded

Project	Status	Executive Sponsor	Impact (Change)	ESC Goal, Priority	Cost	Fiscal Year
Distributed Antenna System (DAS)	Hired DAS consultant to review DAS vendor questionnaire	Lev Gonick	Faculty, Staff, Students, Visitors		\$50K	2011
Desktop Virtualization - Dental School, Engineering, Weatherhead	In process of reviewing responses with schools, presented at CTO meeting	Mark Henderson	Staff, Students	<i>Decision support, business process improvements</i>	\$150K	2011
Technology Enhanced Classrooms	5 classrooms upgraded this month	Lev Gonick	Faculty, Students	<i>Academic alliance alignment activities</i>	\$725K	2011
Active Collaboration Room	Installation complete and testing and demos underway	Wendy Shapiro	Faculty, Students, Staff	<i>Academic alliance alignment activities</i>	\$175K - \$200K	2011
Visualization Wall	Project complete	Roger Bielefeld	Faculty, Students	<i>Academic alliance alignment activities</i>	\$180K	2011
Network Upgrade	Wireless Upgrade continues and both data centers' firewall upgraded this month	Lev Gonick	Faculty, Staff, Students, Visitors		\$2.5M	2012

FY13 Project Priorities List

Project Name	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Faculty Technology & Innovation Center	To create and support a center where faculty can come to learn about and practice using new technology applications, hardware, software and mobile devices. A 'sandbox' or 'warehouse', staffed by IT staff and graduate students.	1		Faculty Senate Committee on Information and Communication Technology	\$100,000 initial cost, \$50,000 ongoing		
IT Enterprise Architechure for Support for Research and Scholarship	Improved research and scholarship Information Technology enterprise architecture planning, deployment, system and customer support, security, training and operations.	1		CTO	\$150,000/yr		
Web Content Management	Create a web content model and strategy for Case Western Reserve University.	5 (FY11)	Lev Gonick, John Sideras, Bud Baeslack, John Wheeler, Bruce Loessin	Executive Steering Committee	3,000,000 over 3 years		
Space Management System	Assess and determine appropriate space management system for the School of Medicine with an anticipated expansion to the University at large. (Could be deployed for the entire University)	1,2	Stephen Campbell, Pam Davis	Applications and Decision Support			

FY13 Project Priorities List

Project Name	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Online Event Registration System	The Online Event Registration System can benefit the entire University allow all departments and school s in creating registration page seamlessly, tracking registration, and allowing for online payments for various events.	2		CTO			
Google Groups	To be able to fully utilize the features of Google Apps, addressing organizational needs not currently supported.	2		CTO			
Campus Document Management	Enterprise solution for electronic documents	2	John Wheeler, Lev Gonick	Applications and Decision Support	\$250K/year for 5 years		
Financial Analytics	To provide decision support, analytics, and enhanced reporting for Financial decision makers.	2	Chris Massotti	Applications and Decision Support			
ERP As A Service	Move ERP infrastructure to a hosted environment	5	Lev Gonick	Executive Steering Committee			

FY14 Project List – First Pass

Project Name2	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Room Scheduler	Replace current room scheduler (AdAstra) due to lack of support from vendor and product is no longer stable	2		Applications & Decision Support			
Identity Management	Replace home-grown Identity Management system	3	Lev Gonick	ITS			
Mobility Platform	Implement a mobility platform that will allow for mobile applications for faculty, staff and students		Lev Gonick	ITS			
Visualization Lab	Create a visualization lab on campus	1		Advanced Research Computing			
ERP – Software as a Service	Begin moving applications to a vendor such as Workday		Executive Steering Committee	ITS			
Faculty Lifecycle System	Implement a system for the faculty that supports faculty processes	1,2	Bud Baeslack	Applications and Decision Support			
ePerformance	Implement PeopleSoft module, tracks competencies, training, etc.	2	Carolyn Gregory	Applications and Decision Support			
ePortfolio for Student	Implement a ePortfolio system for the student	2	Don Feke	Applications and Decision Support			
Learning Management System	Replace Blackboard						
Cash Management	Implement Cash Management Module in PeopleSoft	2	Robert Brown	Applications and Decision Support			
Central Symantec Endpoint Protection Server	Centrally manage clients for Symantec all schools/management center and eliminate the current managed systems in the schools	3		CTO			

FSCICT

FACULTY SENATE COMMITTEE ON INFORMATION AND COMMUNICATION TECHNOLOGY

AY 2011-2012 Report to Executive Committee

26 Jan 2012

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 - Visible to all; e

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Meeting 2011-10-13
Meeting 2011-09-15

Membership

Member	Representing	Term
RAYMOND MUZIC, Chair	SOM	2009-2012
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MARC BUCHNER	CSE	2009-2012
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Meetinga



FSCICT

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Priority Review Board

Discussions >

Report to Faculty Senate 20120126

posted Jan 24, 2012 8:43 AM by Raymond Muzic

FSCICT is scheduled to report to the Faculty Senate in January. Raymond Muzic and Mark Henderson will be presenting. In addition, Tom Siu and Colleen Nagy will be available to help field questions. Presentation materials are attached.

Invited Consultant	Representing
ROGER BIELEFELD	Research Computing/HPCC
KALLE LYYTINEN	WSOM & prior FSCICT chair

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 Posted Jan 24, 2012 8:43 AM by Raymond Muzic

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2

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 - Reciprocal membership: chairs, VPs
- As Needed
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 - Tom Siu, CISO
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Member	Representing	Term
RAYMOND MUZIC, Chair	SOM	2009-2012
IWAN ALEXANDER	CSE	2011-2014
MARC BUCHNER	CSE	2009-2012
CHRISTOPHER BURANT	SON	2010-2013
MARK GRISWOLD	SOM	2011-2014
CHRISTINE HUDAK	SON	2011-2014
CHRIS MIHOS	CAS	2010-2013
DAVID MILLER	MSASS	2010-2013
JIAYANG SUN	CAS	2009-2012
SCHUYLER THOMPSON	Undergraduate Students	2011-2012
RANDALL TOY	Graduate Students	2011-2012
MATTHEW SCHIEFER	Post-Doctoral Scholars	2011-2012
<i>ex officio</i>		
MARY QUINN GRIFFIN	Chair, FS Committee on University Libraries	
LEV GONICK	VP, Information Technology Services	
W. A. "BUD" BAESLACK III	Provost & Executive VP	
ARNOLD HIRSHON	University Librarian	
Invited Consultant		Representing
ROGER BIELEFELD		Research Computing/HPCC
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FSCICT INITIATIVES

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 - Email migration supported
 - Emeritus faculty members retain ITS support identical to regular faculty
- Propose electronic attendance option for Faculty Senate
 - Robin Dubin chairs ad hoc committee investigating this

FSCICT DISCUSSION

- Cybersecurity
- Moving Enterprise Resource Planning (back office) to the cloud
- Academic computing and research computing
- Projects & Priorities

ITS DIRECTION

- Defining and establishing shared governance groups
- New service models
- Collaborating with faculty members

SHARED GOVERNANCE

- Executive Steering Committee

- Bud Baeslack (Provost)
- John Wheeler (VP Administration)

John Sideras (VP Finance, CFO)

Lev Gonick (VP ITS, CIO)

- FSCICT

- Priorities Review Board (PRB)

- Mark Henderson (ITS)

Jeff Duerk (CSE Dean)

- Information Technology and Services Planning Committee (ITSPAC) & subcommittees

- Advisory Committee on Research Computing

- Daniela Calvetti (Faculty)

Roger Bielefeld (ITS)

- Strategic Planning working groups

- Multiple - Phil Goldstein coordinates

- FSCICT chair is a member of the PRB. All FSCICT members are encouraged to participate in ITSPAC and some of the FSCICT members serve on the latter groups.

SERVICE MODELS

- Recognize economies of scale
- Technology as a service/Software as a service
- Moving away from “buying blinking lights”
- Moving toward managing relationships with vendors
- Examples: Google email, Virtual desktop, Cloud services

FACULTY-ITS COLLABORATIONS

- **Mark Griswold**, Radiology; Roger Bielefeld, ITS
 - GPU cluster, networking for medical imaging
- **Carolina Perera**, Modern Languages and Literatures
 - Using cutting edge ITS, social media in education (Second Life)
- **Robert Kirsch**, Biomedical Engineering; Roger Bielefeld, ITS
 - Mechanics and control of human movement; HPC simulation, modeling, optimization
- **Michael Lewicki**, EECS
 - Models of sensory processing, evolution; HPC, large-scale optimization
- **Daniela Calvetti**, MATH
 - Compute-intensive modeling, simulation; developing education sequence; HPC

For details see ITSPAC Minutes 12/7/2011 [Link](#)

HPC = High Performance Cluster

GPU = Graphic Processing Unit (computer games, visualization)

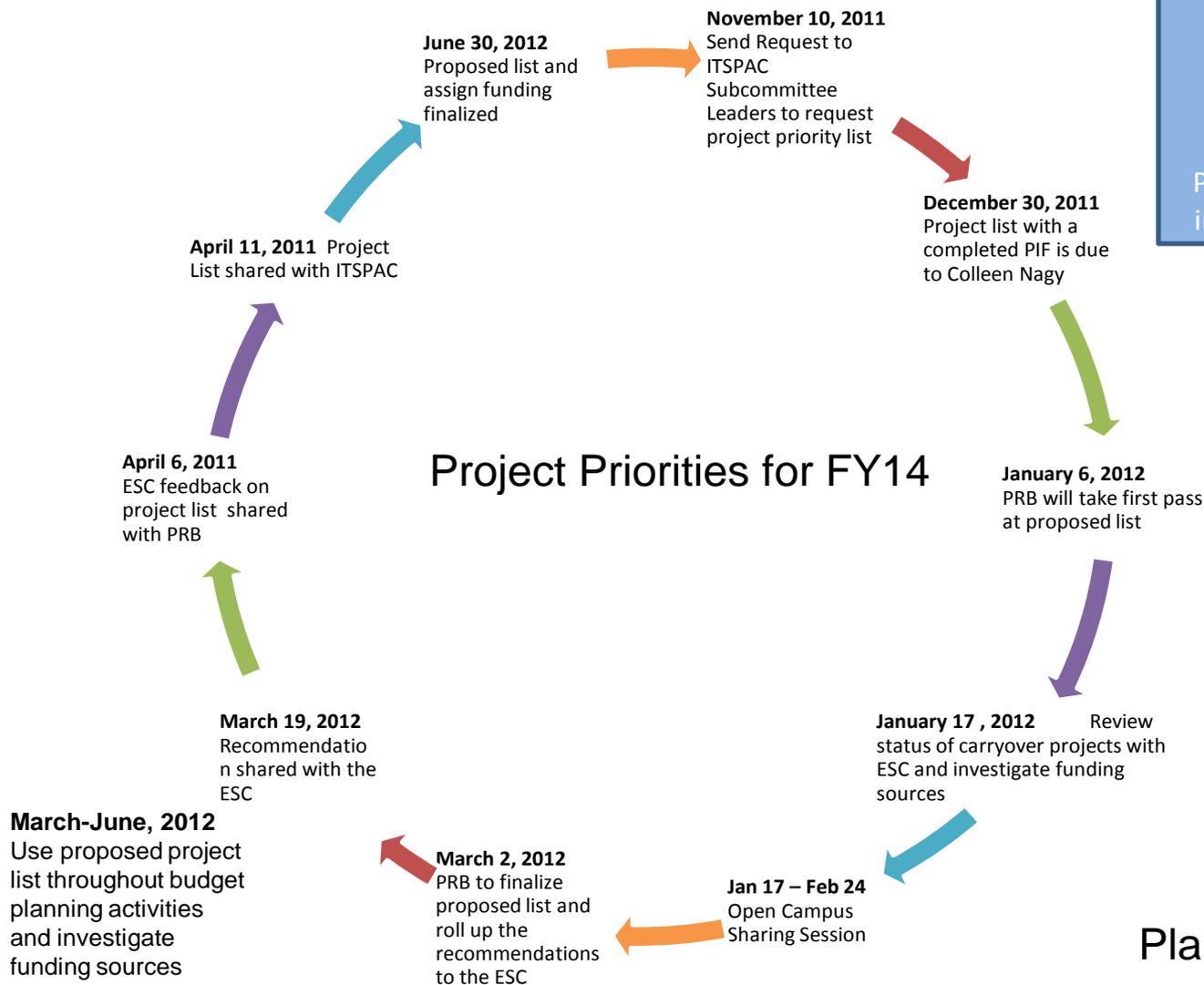
SUMMARY

- FSCICT working with senior ITS leadership
- ITS healthy, efficient, transparent

Faculty Senate Update

ITS Priority Review

January 26, 2012



Inclusion Threshold
For PRB Review
 >= \$100,000
 >= 750 ITS FTE hours
 University-wide impact
 Projects meeting the criteria will be included in the governance process

Planning Cycle for FY14

FY 12 ESC Annual Operational Goals for the University

1. Investments and efforts in academic alliance alignment activities focused on ITS FY13-15 Strategic Framework
2. Investment and effort in decision support, business process improvements and business agility
3. Information Security compliance, regulatory, and identity management and protection with a focus on clinical data management
4. University-Wide Program focus on virtualization in support of President's Climate Action Plan, cost containment, and alignment of university-wide IT human resources and talent
5. Continue to advance IT governance with focus on Priority Review Board and other governance groups on "IT Sourcing Framework" (aka the Goldstein Plan)

Status - FY12 Project Priorities – Funded

Project	Status	Executive Sponsor	Impact (Change)	ESC Goal, Priority	Cost	Fiscal Year
Pre-Award Grants System	Recommendation for Huron/Click to ESC was approved and working on contract.	Suzanne Rivera	Faculty, Staff	<i>Academic alliance alignment activities</i>	\$2 M - \$2.8M over 3 years	2012
Admissions for Graduate programs	Testing Application process, working on SIS interface, planning for data conversion	Mary Kerr, Charles Rozek	Student, Staff	<i>Decision support, business process improvements</i>	\$100K/year for 6 years	2012
PowerFAIDs (Financial Aid)	Interface to PowerFAIDs from SIS complete. Phase 2 underway	Richard Bischoff	Student, Staff	<i>Decision support, business process improvements</i>	\$200K – \$400K	2012
Travel and Expense Module	Specification completed. Development underway	Dick Jamieson	Faculty, Staff	<i>Decision support, business process improvements</i>	\$64K	2012
Scientific Data Visualization Support	Position Posted	Faculty Senate Committee on Information and Communication Technology	Faculty	Academic alliance alignment activities	\$105,000/yr	2012

Status - FY12 Project Priorities – Funded

Project	Status	Executive Sponsor	Impact (Change)	ESC Goal, Priority	Cost	Fiscal Year
Distributed Antenna System (DAS)	Hired DAS consultant to review DAS vendor questionnaire	Lev Gonick	Faculty, Staff, Students, Visitors		\$50K	2011
Desktop Virtualization - Dental School, Engineering, Weatherhead	In process of reviewing responses with schools, presented at CTO meeting	Mark Henderson	Staff, Students	<i>Decision support, business process improvements</i>	\$150K	2011
Technology Enhanced Classrooms	5 classrooms upgraded this month	Lev Gonick	Faculty, Students	<i>Academic alliance alignment activities</i>	\$725K	2011
Active Collaboration Room	Installation complete and testing and demos underway	Wendy Shapiro	Faculty, Students, Staff	<i>Academic alliance alignment activities</i>	\$175K - \$200K	2011
Visualization Wall	Project complete	Roger Bielefeld	Faculty, Students	<i>Academic alliance alignment activities</i>	\$180K	2011
Network Upgrade	Wireless Upgrade continues and both data centers' firewall upgraded this month	Lev Gonick	Faculty, Staff, Students, Visitors		\$2.5M	2012

FY13 Project Priorities List

Project Name	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Faculty Technology & Innovation Center	To create and support a center where faculty can come to learn about and practice using new technology applications, hardware, software and mobile devices. A 'sandbox' or 'warehouse', staffed by IT staff and graduate students.	1		Faculty Senate Committee on Information and Communication Technology	\$100,000 initial cost, \$50,000 ongoing		
IT Enterprise Architechure for Support for Research and Scholarship	Improved research and scholarship Information Technology enterprise architecture planning, deployment, system and customer support, security, training and operations.	1		CTO	\$150,000/yr		
Web Content Management	Create a web content model and strategy for Case Western Reserve University.	5 (FY11)	Lev Gonick, John Sideras, Bud Baeslack, John Wheeler, Bruce Loessin	Executive Steering Committee	3,000,000 over 3 years		
Space Management System	Assess and determine appropriate space management system for the School of Medicine with an anticipated expansion to the University at large. (Could be deployed for the entire University)	1,2	Stephen Campbell, Pam Davis	Applications and Decision Support			

FY13 Project Priorities List

Project Name	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Online Event Registration System	The Online Event Registration System can benefit the entire University allow all departments and school s in creating registration page seamlessly, tracking registration, and allowing for online payments for various events.	2		CTO			
Google Groups	To be able to fully utilize the features of Google Apps, addressing organizational needs not currently supported.	2		CTO			
Campus Document Management	Enterprise solution for electronic documents	2	John Wheeler, Lev Gonick	Applications and Decision Support	\$250K/year for 5 years		
Financial Analytics	To provide decision support, analytics, and enhanced reporting for Financial decision makers.	2	Chris Massotti	Applications and Decision Support			
ERP As A Service	Move ERP infrastructure to a hosted environment	5	Lev Gonick	Executive Steering Committee			

FY14 Project List – First Pass

Project Name2	Project Description	ESC Goal	Executive Sponsor	Governance Group	Total Anticipated Cost (\$)	Funding Source	(Priority #)/ Core/Not Core Priority Rating (per PRB)
Room Scheduler	Replace current room scheduler (AdAstra) due to lack of support from vendor and product is no longer stable	2		Applications & Decision Support			
Identity Management	Replace home-grown Identity Management system	3	Lev Gonick	ITS			
Mobility Platform	Implement a mobility platform that will allow for mobile applications for faculty, staff and students		Lev Gonick	ITS			
Visualization Lab	Create a visualization lab on campus	1		Advanced Research Computing			
ERP – Software as a Service	Begin moving applications to a vendor such as Workday		Executive Steering Committee	ITS			
Faculty Lifecycle System	Implement a system for the faculty that supports faculty processes	1,2	Bud Baeslack	Applications and Decision Support			
ePerformance	Implement PeopleSoft module, tracks competencies, training, etc.	2	Carolyn Gregory	Applications and Decision Support			
ePortfolio for Student	Implement a ePortfolio system for the student	2	Don Feke	Applications and Decision Support			
Learning Management System	Replace Blackboard						
Cash Management	Implement Cash Management Module in PeopleSoft	2	Robert Brown	Applications and Decision Support			
Central Symantec Endpoint Protection Server	Centrally manage clients for Symantec all schools/management center and eliminate the current managed systems in the schools	3		CTO			

Context

Mr. Lev Gonick, Vice President, Information Technology Services and Chief Information Officer, consulted the Faculty Senate Committee on Information and Communication Technology (FSCICT) regarding ITS support for retired (non-emeritus) faculty. The committee discussed the matter during two meetings. The intention was to recognize the value the University places on faculty as well as the University's contractual obligations for software and subscriptions while maintaining cyber security. The committee discussed the fact that free email accounts are available from more than one source, and ITS provides a means for CWRU former faculty members to forward CWRU emails to a non-CWRU address so that they can receive email from whoever might attempt to contact them via their CWRU e-mail address.

Additionally, the committee advocated that the University continue to provide full ITS support for faculty members with emeritus status. This places the ITS-support decision in the hands of the CWRU faculty and the Provost, while respecting possible contractual obligations. The Provost also maintains an emeritus faculty list which facilitates account maintenance and security.

Resolution

Whereas the FSCICT was consulted for its advice regarding the ITS policy for retired faculty,

Whereas a faculty member who retires (without emeritus status), takes a position elsewhere or otherwise separates himself/herself from the university is no longer an employee of the University,

Whereas emeritus status connotes continued engagement in the Case Western Reserve University community, and

Whereas the decision regarding emeritus status is made by the CWRU faculty and the Provost,

Therefore be it resolved

Faculty members who are granted emeritus status or who are judged by the Provost to be legitimately in the process of obtaining this designation, retain the same ITS access to IT support and software as that afforded to regular, full-time faculty members. Those who retire or who for any other reason leave the University, are no longer afforded these services, but may establish forwarding of their University email to an alternative email provider of their choice.

Revision to the CWRU Faculty Handbook

From

Pg

92 http://www.case.edu/president/facsen/frames/handbook/pdf/2011FacultyHandbook4_2011.pdf

(Underline denotes insertion.)

In addition to the privileges associated with retirement, CWRU emeritus faculty are generally awarded other perquisites, some of which include free parking when space is available, personal tuition waiver privileges, the use of CWRU libraries and some other facilities, listing in the university directory, being invited to various faculty functions, the same access to IT support and software as that afforded to regular full-time faculty; etc. Office space may be provided depending on the needs of the Department or School. Faculty members who retire (without emeritus status), take a position elsewhere or are otherwise separated from the University, may establish forwarding of their Case email.

Forward THINKING Update & FY12 Action Agenda

Faculty Senate



Bud Baeslack
Provost & Executive Vice President

January 26, 2012

Forward THINKING

The Strategic Plan for CWRU, 2008-2013

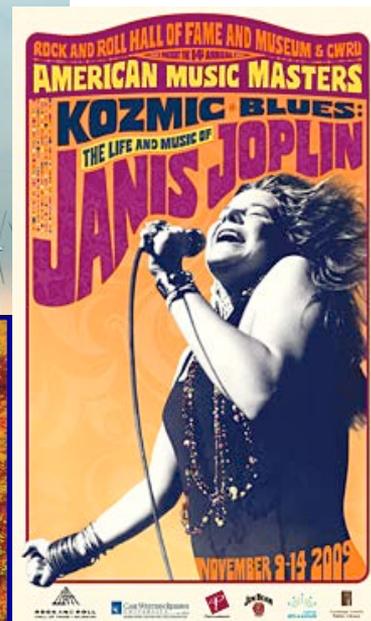
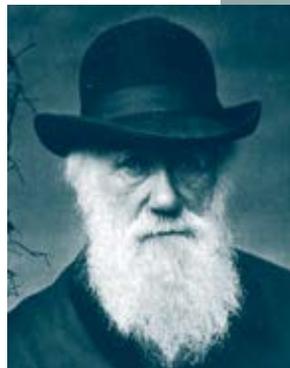
- Developed during AY2007-08
- Approved by the Board in June, 2008
- In fourth year of implementation
- Many initiatives implemented over the past three years intersect with more than one of the strategic plan goals

Goal I – Advance our academic programs to increase the university's impact

1. Enhance research and discovery

Interdisciplinary Alliances Serving as “*Agents of Collaboration*”

- Culture, Creativity and Design
- Energy
- Human Health
- Social Justice
- Ethics
- Advanced Materials
- Sustainability
- Infectious Disease
- Origins
- Informatics
- Child Studies



Alliances

- Two funding competitions – FY10 & FY11
 - ✓ \$5.2M awarded for 28 projects
- Council of Alliances established to provide leadership, coordination, facilitation
- Highlights
 - ✓ 6 new faculty have been hired supported by Alliance funds
 - ✓ 12 institutes/centers have been created or enhanced
 - ✓ New courses & certificate programs have been developed
 - ✓ Facilities have been constructed and renovated
 - ✓ Major events have taken place (2010 Peace & War Summit, Think Tank)

Institute for Advanced Materials



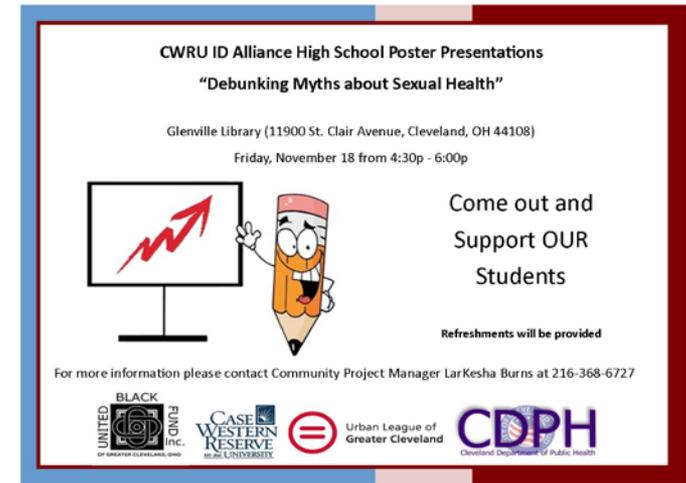
- Recipient of a FY10 IAIG award
- Initiated pilot grant program – made 6 awards
- The Materials for Opto/Electronics Research and Education Center opened in May 2011
 - ✓ Funding from the State of Ohio's Research Scholars program, the College of Arts and Sciences, support from the Great Lakes Energy Institute & the IAIG award to support a new facility for the development and characterization of organic based photovoltaic materials – key faculty members whose research will be augmented by these resources include, but are not limited to, Ken Singer, Jie Shan, Liming Dai, Genevieve Sauve & Roger French
- The Center for Advanced Polymer Processing (CAPP) opened in November 2011
 - ✓ A new campus facility made possible through a partnership with the Thermo-Fisher Haake Corporation providing bench scale operation of various polymer processing techniques
 - ✓ Focused on advanced polymer processing that will engage industrial partners in a consortium like arrangement - pursuing federal funds to complement the resources being provided by the IAIG and corporate memberships

Social Justice Institute

- Recipient of a FY10 IAIG award
 - ✓ Think Tank, UN World Social Justice Day, 50th Anniversary of the Freedom Rides
- Research project in East Cleveland – “Voicing & Action Project”
 - ✓ Better understand root causes & systemic issues with critical input from community
 - ✓ Conduct research supporting social justice work to challenge racial & economic inequity
 - ✓ Facilitate community Voice & Empowerment: civic engagement & informing of processes shaping community, past, present & future
- SJUS100 – Introduction to Social Justice
 - ✓ Pilot launched this spring, enrollment of 16
 - ✓ Developed & taught by a team of faculty from across campus
- Upcoming Event
 - ✓ Sneak Preview of the PBS documentary “ Slavery by Another Name” in Partnership with WVIZ/Ideastream & KeyBank, on Feb. 8th at Karamu House

Infectious Disease Alliance

- Focus on underserved communities
 - ✓ Profs. Bob Salata & Jennifer Furin are bringing global expertise home through education/research/service
- Recipient of a FY11 IAIG award
 - ✓ “Improving Awareness & Prevention of Infectious Diseases in High Burdened Cleveland Neighborhoods: A Collaborative Community-Based Approach”
 - ✓ Working in Glenville with 9-18 year olds with the support of the community
 - ✓ Partners include the Cleveland & County Health Depts.
 - ✓ Sponsored a 10-week “Relationships & Realities” series offered in the community four times/week for two hours in the fall (running again in the spring)
 - ✓ Topics covered review of prevalent sexually transmitted disease, sexual health myths, reproductive anatomy, HIV/AIDS



Institute of Health Informatics & Comparative Effectiveness (formerly the Inst. for Personalized Medicine)

- Received a FY10 IAIG award through the Human Health Alliance
- Top priority was to build interdisciplinary, cross-campus capability in bioinformatics
- Engaged Prof. GQ Zhang from the Case School of Engineering to lead Alliance and to head the Medical Informatics Division of the Center for Clinical Investigation
 - ✓ Prof. Zhang led the development and write up of the BRIM core of the CTSC renewal proposal.
 - ✓ Expanding Clinical Research Informatics education and training programs in the next five years.
- Hired two new faculty, Satya Sahoo & Rong Xu, in the Center for Clinical Investigation to support initiative supported by Alliance funding

Alliances FY11 Pilot Awards

- Controlled Assembly of Core Shell Viral Nanoparticles for Image-Guided Therapy – Professors Anna Samia (CAS) and Nicole Steinmetz (SOM), Materials Alliance
- Establishing Evolutionary Medicine at Case Western Reserve University – Professor Eric Arts (SOM), Origins Alliance
- Broken Homes, Broken Dreams: What Happens to Families After Foreclosure – Professor Cyleste Collins (MSASS), Social Justice Alliance
- Collaborative Effort to Evaluate Emerging Low Cost Water Treatment Technologies for Developing Countries – Professors Yildiz Banu (CSE) and Emmett Jolly (CAS), Sustainability Alliance
- Planning the Technology and Health Institute at Case (THINC) – Professor Jeff Duerk (CSE/SOM), Human Health Alliance

Alliances FY11 Invited Projects

- Professor Gary Wnek led a team that received \$100K for “Think[box],” a distinctive on-campus environment where hands-on education, design, development, innovation and product commercialization can take place through teams of faculty, staff, students, others.
- Professors Catherine Scallen and Anne Helmreich (Department of Art History) received an award of \$200K to support the “Art Museum Research Collaborative” to shape a research agenda that will leverage the collections, programs, staffs and audiences of these institutions to foster experimentation and excellence in museum practice.

Alliances

- Efforts and challenges going forward:
 - ✓ Assessing and optimizing investment impacts
 - ✓ Sustaining and enhancing momentum created by Alliances
 - ✓ Identifying and leveraging resources to sustain current initiatives
 - ✓ Identifying resources to develop new initiatives
 - ✓ Continuing to reduce barriers to cross-school collaborations



2. Align programs to prepare students for the 21st century

- FUSION program – Graduate Certificate Program in Design, Innovation & Intellectual Property Management
 - ✓ Created by Craig Nard (Law), Joe Jankowski (TTO), Ted Theofrastous (Management) & ThetaSquared, LLC
 - ✓ Blends legal, scientific & management disciplines to guide graduate students of different academic backgrounds through the complex path of identifying & cultivating the commercial potential of scientific discovery to bring inventions and technology to the market place

3. Enhance international character of the University

- Increased staffing of the Office of International Student Services – hired new Director of Study Abroad to lead growth and enhancement of program across campus
- Opened new Center for International Affairs in Tomlinson Hall
- Phase I of the strategic plan endorsed by the Faculty Senate in October, 2011
- Finalizing the infrastructure & first projects for the CWRU-China National Off-Shore Oil Co. Eco Partnership
- Established eminent International Visiting Committee to advise and support University initiatives

Goal II – Develop a strong, vibrant, diverse academic community

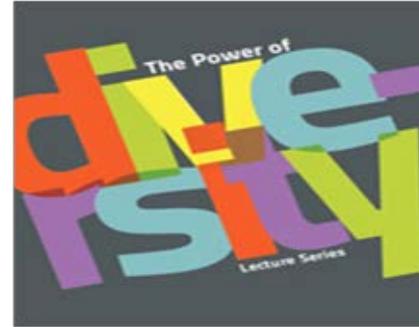
1. Recruit, retain, develop outstanding students

- Implementing UG Advising Best Practices
- Hired a Director of Health Careers Advising
- Graduate Student Senate provided office facilities, meeting space and lounge area in Tomlinson
- Health insurance for all Ph.D. students being phased in, will be fully covered by the University by 2014

1. Recruit, retain, develop outstanding students (cont.)

- Task Force established and coordinated by Deputy Provost will perform assessment and develop plans to improve the retention of undergraduate students
- The Vice President for Enrollment Management is designing a new “First Year Experience” Program which will include:
 - ✓ Hiring of Director of First Year Programs to lead the development & implementation of new, innovative programs
 - ✓ Modifying and optimizing the format of freshman orientation
 - ✓ Strengthening residential colleges to create a greater connection between residential & academic life

2. Promote Diversity



- The Office of Diversity, Inclusion & Equal Employment Opportunity (ODIEO) will focus on implementing its new strategic plan, which was endorsed by the Faculty Senate in December, 2011
- The ODIEO is also
 - ✓ Planning the introduction of a new faculty search process
 - ✓ Working on the implementation of new URM pipeline strategies for STEM areas
 - ✓ Expanding its successful “Train the Champion” Program
 - ✓ Increasing its engagement with Alumni Affairs

3. Recognize & reward excellence among faculty & staff

- Thirteen faculty have been recognized as Distinguished University Professors
- Next step – Establishing working group to develop a new set of University Awards to recognize faculty accomplishments in:
 - ✓ Research & Scholarship
 - ✓ Teaching & Mentoring
 - ✓ Service, Outreach & Engagement

4. Make campus more vibrant

- The Kelvin Smith Library completed its strategic plan with one of its goals to restore the library to a place of centrality in academic life
 - ✓ Created a new research commons
 - ✓ Opened the Cramelot Café
 - ✓ Installed the Cisco Active Collaboration Room using telepresence to create a collaborative workgroup
- Design for Campus Center Building well underway
- Planning and design of new Field House
- Planning and design pending for new Dental School Expansion
- Uptown project nearing completion

Goal III – Expand & deepen relationships with larger community

1. Develop/improve programs with University Circle Institutions

- The historical relationship between the Department of Art History & the Cleveland Museum of Art is pivotal in the “Art Museum Research Collaborative” project funded through the Alliance competition
- The partnership with the Cleveland Museum of Natural History has been strengthened by the activities of the Origins Alliance

Goal IV – Strengthen resources to support mission

1. Define performance indicators, strengthen systems for monitoring outcomes

- Strengthening Office of Institutional Research
- Developing a dashboard aligned with the strategic plan to track progress against emerging goals
- Established a task force to prepare for the next University level accreditation (Higher Learning Commission)
- Hiring new Director of Outcomes Assessment

2. Improve internal customer satisfaction with administrative services

- Implementing recommendations for external review of Procurement & Distribution Services, focused on customer service & efficiencies.
- Faculty survey results, information gathered best practices at other institutions (MIT, GT, Stanford, Columbia) and external review will be incorporated into new structure and plans for TTO.
- Additional external reviews being performed for Research Administration and Student Services

3. Improve resource allocation

- The University Budget Committee (UBC) was appointed by the Provost on a trial basis in January 2011
- UBC is meeting weekly to implement recommendations of the Budget System Review Committee
 - ✓ Supported change in the headcount definition used to allocate portions of library & ITS expense
 - ✓ Supported a multi-year financial planning process, which was launched this fall
 - ✓ Meeting with each of the Deans & Vice Presidents to better understand the fiscal challenges and opportunities
 - ✓ Performed detailed review of the rules governing the undergraduate tuition distribution & will make a recommendation to the Provost in the next few weeks
 - ✓ Next action is to further evaluate the allocation of graduate tuition model and seek alternatives that address current challenges

4. Identify innovative sources of revenue

- The Weatherhead School of Management is partnering with institutions in India & China to offer new, joint graduate degrees – including innovative MBA programs
- The School of Dental Medicine is exploring new partnerships for its programs in Egypt
- The iCASE project was launched this year
 - ✓ It is aimed at supporting innovative, quality on-line learning experiences
 - ✓ Piloting programs in MSASS and CSE

5. Implement best operational practices

- Numerous IT best practices being implemented - the wireless network on campus was updated with the latest technology, increasing speed, security & reliability.
- VPR is benchmarking other institutions & collecting input in order to develop a draft policy with FSRC for creating, reviewing & sun-setting Research Institutes & Centers.
- Implementing a state-of-the-art pre-award proposal development/routing/submission/management software system.

6. Initiate a major capital campaign



A \$1 billion endeavor

The university has launched Forward Thinking: The Campaign for Case Western Reserve University. Support our shared vision.

GIVING

- The Blue Bash launched the public phase of the campaign in October 2011
 - ✓ A \$1B goal was announced
 - ✓ Attainment of \$663M was also announced which included over \$70M in new leadership gifts