

Faculty Senate Executive Committee
Thursday, March 19, 2015
9:00a.m. – 11:00a.m. – Adelbert Hall, Room M2

AGENDA

9:00 p.m.	Approval of Minutes from the February 10, 2015 Executive Committee Meeting, <i>attachment</i>	R. Savinell
9:05 a.m.	Provost Announcements	W. Baeslack
9:10 a.m.	Chair's Announcements	R. Savinell
9:15 a.m.	MA in Research and Theory in Social Welfare (MSASS), <i>attachment</i>	E. Tracy A. Townsend
9:20 a.m.	Major in Business Management (WSOM) <i>attachment</i>	J. Johnson
9:25 a.m.	ROTC Transfer Credit, <i>attachment</i>	J. Ruhl
9:35 a.m.	Bias Reporting System	L. Stark D. Patterson
9:50 a.m.	TOEFL Policy, <i>attachment</i>	R. Bischoff
10:00 a.m.	Financial Aid Policy, <i>attachment</i>	R. Bischoff
10:15 a.m.	Tobacco Free Campus Policy Update	E. Click
10:30 a.m.	SOM By-Laws Amendments, <i>attachment</i>	M. Aulisio
10:45 a.m.	Standing Committee Report: FSCUE	J. Ruhl
10:50 a.m.	Committee Member Report: SODM	Z. Kaleinikova
10:55 a.m.	Approval of Faculty Senate Agenda, <i>attachment</i>	R. Savinell

**Faculty Senate Executive Committee
Minutes of the March 19, 2015 Meeting
Adelbert Hall, Room M2**

Committee Members in Attendance

Alexis Abramson, CSE
Bud Baeslack, Provost
Susan Case, WSOM
Peter Harte, SOM
Katy Mercer, LAW (substituting for Juscelino Colares)
Sandy Russ, CAS, Past Chair
Robert Savinell, CSE, Chair
Gillian Weiss, CAS
Zina Kaleinikova, SODM

Others Present

David Carney, Chair, Committee on By-Laws
Nicole Deming, Chair, Faculty Personnel Committee
John Ruhl, Chair, FSCUE
Elizabeth Tracy, Chair, Graduate Studies Committee
Aloen Townsend, MSASS
Jennifer Johnson, WSOM
Kenneth Ledford, CAS
Louis Stark, Vice President of Student Affairs
Dean Patterson, Associate Vice President of Student Affairs
Rick Bischoff, Vice President of Enrollment Management
Mark Aulisio, SOM
Dan Anker, SOM

Absent:

Barbara Snyder, President
Sonia Minnes, MSASS
Carol Musil, SON
Roy Ritzmann, CAS, Vice Chair

Call to Order

Professor Robert Savinell, chair, Faculty Senate, called the meeting to order at 9:00 a.m.

Approval of Minutes

The minutes of the February 10, 2015 meeting of the Faculty Senate Executive Committee were reviewed and approved with one change. *Attachment*

Provost's Announcements

The Provost reported that the President was out of town and unable to attend the meeting. He said that the budget process has been challenging this year and that and it is a bit behind schedule. School budgets are due in April. The university has made its admissions offers for the 2015 freshman class. The deadline for students to respond to the offers is May 1. The goal is for an incoming class of 1250. The university received applications from extremely qualified students some of whom are waitlisted.

Chair's Announcements

Prof. Savinell announced that a Senate budget meeting is scheduled for Friday, May 15th from 2:00pm-3:30pm in the Tinkham Veale Center. He encouraged all senators to attend.

MA in Research and Theory in Social Welfare

Professor Aloen Townsend presented the MA in Research and Theory in Social Welfare from MSASS. Professor Elizabeth Tracy, chair, Graduate Studies Committee said that the committee had approved the program. This is a plan B master's degree program and will not require any new resources. It is designed for students who have advanced to candidacy for the PhD in Social Welfare but do not complete it. The students have a master's degree when they enter the PhD program. The Executive Committee voted to include the proposal for the MA on the agenda for the Faculty Senate meeting. *Attachment*

Major in Business Management

Professor Jennifer Johnson, WSOM, presented the major in business management proposed by the Weatherhead School of Management. This is a new major within the BS in management degree. The major was approved by FSCUE. In 2012 the Faculty Senate approved three majors within the BS degree: Finance, Marketing, and the Dean's Approved Major. The new major in Business Management is broader and provides students who may be planning for careers in other fields with useful business knowledge. The major will be beneficial in the recruitment and placement of students. Pending approval by the Ohio Board of Regents, the major could be offered in the fall of 2015. The Executive Committee voted to include the proposal for the major on the agenda for the Faculty Senate meeting. *Attachment*

ROTC- Transfer Credit Issues

Professor John Ruhl, chair of FSCUE, presented a proposal to increase the number of credit hours that CWRU will accept for completion of ROTC courses. In 2012, the Faculty Senate approved six credit hours of Army ROTC courses to be taught at CWRU. The credits were for first- and second-year ROTC courses and were approved to be recorded on the CWRU transcript for CWRU degree credit. The courses are offered under the Military Science rubric. CWRU was already accepting transfer credit for junior-level courses at JCU as MGMT T-200 for three credit hours each semester (six total). With the addition of the first- and second-year courses, the total number of CWRU credit-hours awarded for completion of Army ROTC classes increased from six to twelve and the Senate approved a resolution reflecting this increase.

FSCUE is now proposing to post the credit for the junior-level courses as MLSC 300-TR as opposed to MGMT T-200 (this had been anticipated under the documentation approved by the Senate in 2012 and therefore does not require any additional approvals), and to accept six additional transfer credits for senior level Army ROTC courses offered at JCU as MLSC 300-TR. This would require amending the resolution approved by the Senate in 2012.

The Executive Committee voted to include the proposal on the agenda for the Faculty Senate meeting as long as several questions were answered either before or during the Faculty Senate meeting. The committee was interested in finding out how many ROTC classes are being used to satisfy general education requirements or whether the courses are being taken as electives. It was also concerned about the number of students impacted by the proposal and the distribution of majors among ROTC students. *Attachment*

Bias Reporting System

Lou Stark, Vice President for Student Affairs introduced the university's new bias reporting online system. A number of faculty members had been concerned after reading about the new system in an Observer article. They had not known about the system and were concerned about how it would affect faculty. Lou Stark said that the university has always provided faculty, students and staff with a way to report incidents of bias, but now there is a more formal system. Reports can be made anonymously through the new system, however, if the person making the report indicates that he/she wishes to take action, then the person must identify him/herself and will be referred to the appropriate office.

Professor Kenneth Ledford, who was in attendance to represent the group of concerned faculty members, said that he had identified several issues with the system. First, the online form includes terms that in his view, are not accurately defined. Second, if the system impacts faculty, then the Faculty Senate should have the opportunity to weigh in on it. Third, there should be better communication with faculty about the system in order for there to be buy-in. The Committee discussed next steps and decided that it was premature to present this topic to the Senate. It should be considered by the appropriate standing committees of the Senate first. Minority Affairs, Women Faculty and Faculty Personnel were mentioned as possible committees to review the system and report to the Senate. This item will be removed from the March Faculty Senate meeting agenda.

TOEFL Policy

Rick Bischoff, Vice President for Enrollment Management, presented a proposed new English Language Proficiency policy. In 2011, the Faculty Senate approved an increase in the TOEFL score requirement for fall 2013 international undergraduate applicants from 90 to 100. In January of 2013 and again in December of 2013 the Faculty Senate approved resolutions maintaining the score of 90 with the understanding that continuing efforts would be made to increase the TOEFL score without sacrificing international admission goals. The issue was to be revisited annually by the FSCCUE Admissions and Aid Subcommittee. The new proposal establishes proficiency requirements based on the applicant's stated major. It exempts students with high SAT and ACT scores and students who have been educated in English-

speaking schools for a minimum of two years prior to high school graduation. The Admissions Office reviews all applications holistically and this policy better reflects that practice. The Executive Committee voted to include the proposal on the agenda for the Faculty Senate meeting. *Attachment*

Financial Aid Policy

Rick Bischoff presented a proposed change to the university's financial aid policy. The Common Application required of all undergraduate applicants to CWRU is changing and its member institutions will no longer have to require essays and recommendations from its applicants or complete a holistic review of its applications. As a result CWRU may see significant increases in inadmissible applicants whose applications still must be reviewed and evaluated. A new application (the Coalition Application) is being developed that will be used by most of CWRU's peer and aspirant institutions. Institutions that adopt the Coalition Application must meet 100% of a student's demonstrated financial need. Currently admissions decisions at CWRU are made without consideration of a student's ability to pay and it will be impossible to meet the 100% requirement without becoming "need-aware". In order to adopt the Coalition Application and because of a concern that family incomes remain flat while tuition rates increase, the university may need to change the way it makes its admissions decision to become "need-aware". Because of the size of the undergraduate applicant pool it should be possible to do this without sacrificing the quality or diversity of the student population. Most institutions at CWRU's level of selectivity are already need-aware. The new policy could launch in the fall of 2016, but more likely in the fall of 2017. *Attachment*

Remaining Agenda Items

Because of insufficient time, the remaining items on the agenda had to be postponed. The Committee agreed that Professor Elizabeth Click should report to the Senate on the Tobacco Free Campus policy at the March 31st meeting and that a separate meeting of the Executive Committee should be scheduled to discuss the SOM amendments.

Approval of Faculty Senate Agenda

The agenda for the March 31, 2015 Faculty Senate meeting was approved with the removal of the bias reporting item.

The meeting was adjourned at 11:10 a.m.

Approved by the Faculty Senate Executive Committee



Rebecca Weiss
Secretary of the University Faculty

Revised Proposal for a Master of Arts Degree within the PhD. Program in Social Welfare

The Mandel School Doctoral Program Executive Committee recommends creation of a terminal master's degree within the PhD. Program in Social Welfare. The degree would be called **Master of Arts in Research and Theory in Social Welfare**. The name of this degree was deliberately chosen in order to reduce any chance of confusion with the MSW degree (or its equivalents), which is recognized as the terminal master's-level degree within social work and which is a professional degree. The name also reflects the research and theory competencies that students must demonstrate to be eligible for the degree.

The proposed terminal Master of Arts degree falls under the School of Graduate Studies "Plan B" policy for master's degrees. The degree entails no requirements other than those already required of students in the Ph.D. Program in Social Welfare. Specifically, the Master of Arts in Research and Theory in Social Welfare would be awarded to students who have (a) successfully completed all required coursework and (b) passed the qualifying examination (both parts) and been advanced to candidacy but who are exiting the program before completion of the PhD. Students will not be recruited for the Master of Arts in Research and Theory in Social Welfare. This degree will not generate new revenue or impose any new costs. Students exiting the program before completion of the Ph.D. in Social Welfare may petition to receive the terminal Master of Arts in Research and Theory in Social Welfare after fulfilling the above requirements. This degree will not be awarded retrospectively to students who have already graduated or separated from the PhD. Program in Social Welfare; it will be available only to non-continuing students who satisfy the requirements on or after the date of final approval of this proposal.

First version approved by the Mandel School Doctoral Program Executive Committee September 8, 2014

First version approved by the Mandel School Faculty September 22, 2014

First version sent back to the Mandel School Doctoral Program Executive Committee by School of Graduate Studies
September 24, 2014

Revised version approved by the Mandel School Doctoral Program Executive Committee October 6, 2014

Revised version approved by the Mandel School Faculty October 27, 2014

CWRU Action Form for Majors/Minors/Programs/Sequences/Degrees
(instructions on back)

Docket # _____

College/School: Weatherhead School of Management
Department: Undergraduate & Integrated Study Program Services

PROPOSED: major
 minor
 program
 sequence
 degree

TITLE: Business Management

EFFECTIVE: Fall (semester) 2015 (year)

DESCRIPTION:

The Business Management Major will share a common core with the other majors under the Bachelor of Science in Management. Students will complete 18 credit hours to fulfill the Business Management Major as follows:

- 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management)
- 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course
- 2 additional Weatherhead courses (Exhibit B)

(No new courses will be created for the major.)

Is this major/minor/program/sequence/degree: new
 modification
 replacement

If modification or replacement please elaborate: _____

Does this change in major/minor/program/sequence/degree involve other departments? Yes No

If yes, which departments? _____

Contact person/committee: Jennifer Johnson

SIGNATURES:

Department Curriculum Chair(s)/Program Directors:	_____	DATE
Department Chair:	_____	
College/School Curriculum Committee Chair:	<u>Jennifer Johnson</u>	<u>2-18-15</u>
College/School Dean(s):	<u>K.E. Buckley</u>	<u>2-18-15</u>
UUF Curriculum Committee Chair:	_____	

File copy sent to: Registrar Office of Undergraduate Studies/Graduate Studies
 Other: _____

BS – Management, Business Management Major Proposal

Executive Summary

The Weatherhead School of Management (Weatherhead) proposes a Business Management Major as an additional option within the Bachelor of Science in Management, effective fall semester 2015. The major will meet the needs of students who do not have strong, clearly defined academic or career interests in the existing Weatherhead majors, but who see value in completing an undergraduate management degree. A Business Management Major will allow us to efficiently add a major by drawing upon existing undergraduate courses.

Background

Currently the Bachelor of Science in Management degree offers three majors: Finance, Marketing, and Dean's Approved (customized). Students have two additional options for a major at Weatherhead: Accounting (through the Bachelor of Science in Accounting) and Economics (through the Bachelor of Arts awarded by the College of Arts and Sciences).

While the Dean's Approved customized major meets the needs of some students who have a focused interest, such as Healthcare Financial Management, Human Resources, or Sustainability, not every student is motivated to develop the required proposal for the customized major. In addition, the approved proposals for customized majors frequently include graduate-level courses, which are not suitable for all undergraduate students. Finally, some students prefer to study management more broadly because their career interests diverge from our available majors or they intend to go directly into a specialized graduate professional program, such as nonprofit management, medicine, or law, where business knowledge can be valuable.

CWRU Admissions strongly recommends Weatherhead expand programming to attract students with a wider set of academic and career interests. Compared to peer and aspirant schools, Weatherhead offers a limited selection of majors. Excluding Weatherhead from the calculation, 75% of the private universities in the top 40 Best Business Programs (U.S. News & World Report, Fall 2014) offer a general management major (Exhibit A).

Recommendation

To accommodate students who are interested in completing a broader management major, Weatherhead proposes an additional option under the Bachelor of Science in Management, the Business Management Major. The Business Management Major will share a common core with the other majors under the Bachelor of Science in Management. Students will complete 18 credit hours (6 courses) to fulfill the Business Management Major as follows: 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management), 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course, and 2 additional Weatherhead courses (Exhibit B). The new major and concentrations will allow Weatherhead to offer more choices than offered with current majors. No new courses will be created for the major.

Exhibit A

Programs at the 17 private institutions ranked among top 40 *Best Business Programs* (U.S. News & World Report, Fall 2014)

School (Rank)	General Management Major?
Babson (29)	No
Boston College (29)	Yes
Boston U. (39)	Yes
BYU (34)	Yes
Carnegie Mellon (8)	Yes
CWRU (34)	No
Cornell (11)	No
Emory (15)	No
Georgetown (15)	Yes
Georgia Tech (29)	Yes
MIT (2)	No
Notre Dame (11)	Yes
NYU (5)	Yes
Penn - Wharton (1)	Yes
Southern Cal (11)	Yes
Wake Forest (34)	Yes
Washington U. (14)	Yes

10/24/2014

Business Management Major within Bachelor of Science in Management
Exhibit B

Bachelor of Science in Management Requirements (All Majors)	
	Credit Hours
General Education Requirements	
SAGES	
First Seminar	4
Two University Seminars	6
Departmental Seminars - taken as MGMT 395, see below*	
Senior Capstone - See below**	3 to 6
	13 to 16
Breadth Requirements	
Calculus I - MATH 125 (or MATH 121)	4
Calculus II - MATH 126 (or MATH 122)	4
Two Natural Science Courses	6 to 8
Two Arts & Humanities Courses	6 to 8
Two Social Science Courses	5
	26 to 30
Major Requirements	
Principles Requirements	
Microeconomics - ECON 102	3
Macroeconomics - ECON 103	3
Introduction to Financial Accounting - ACCT 101	3
Management Accounting - ACCT 102	3
Statistics for Business & Management Science - OPRE 207	3
	15
Core Requirements	
Contemporary Business & Communications - MGMT 201	3
Corporate Finance - BAFI 355	3
Leading People - ORBH 250	3
Leading Organizations - ORBH 251	3
Introduction to Information: A Systems & Design Approach - MIDS 301	3
Marketing Management - MKMR 201	3
Operations Research & Supply Chain Management - OPRE 301	3
Business Policy - PLCY 399	3
*Advanced Seminars - MGMT 395 - one credit hour; each student must complete three.	3
	30
Management Requirements	
Students must complete 18 credit hours (6 courses) of major-specific requirements.	18
Additional Requirements	
Electives	13 to 21
Total Credit Hours for Degree	122

** Students must complete one university approved SAGES Senior Capstone. It is not required that students complete a Weatherhead specific capstone. Most students choose to take Action Learning - MGMT 398, although a second option within Weatherhead is Independent Research Project - MGMT 397.

Business Management Major Requirements	
Complete a total of 18 credit hours (6 courses): 3 courses within a single concentration (options listed below), 1 analytics course selecting from: ECON 326, BAFI 351, MKMR 310, or another approved analytics course, and 2 additional Weatherhead courses. Concentration-specific requirements are noted below.	
Concentration Options	
Innovation and Entrepreneurship	
Economic Analysis of Business Strategies - ECON 364	
Economics of Tech. Innovation and Entrepreneurship - ECON 369	
Entrepreneurial Strategy - ENTP 301 (Required)	
Entrepreneurship and Wealth Creation - ENTP 311	
Legal Environment of Management - BLAW 331	
Managing Negotiations - ORBH 380	
Selling and Sales Management - MKMR 312	
NOTES: ENTP 301 is required for this Concentration. Students completing an Innovation and Entrepreneurship Concentration may not complete an Entrepreneurship minor.	
International Business	
Economics of Developing Countries - ECON 375	
International Finance - BAFI/ECON 372	
International Trade - ECON 373	
International Management Institute - MGMT 315 (Required)	
Leadership In Diversity and Inclusion - ORBH 391	
NOTE: MGMT 315 is required for this Concentration. If a student wishes to substitute a course from another study abroad experience, he/she must receive prior approval from an academic advisor.	
Organizational Leadership	
Leadership In Diversity and Inclusion - ORBH 391	
Leading Teams - ORBH 303	
Managing Negotiations - ORBH 380	
Women and Men in Organizations - ORBH 370	
Independent Study - ORBH 360	
NOTES: Students completing an Organizational Leadership Concentration may not complete a Leadership Minor.	
Supply Chain Management	
Computer Simulation - OPRE 332/432	
Enterprise Resource Planning in the Supply Chain - OPMT 377/477	
Lean Operations - OPMT 422	
Project Management - OPMT 350/450	
Supply Chain Logistics - OPMT 475	

BS – Management, Business Management Major Proposal

Overview

Current Situation

- Compared to peer and aspirant schools, Weatherhead offers a limited selection of majors.
- CWRU Admissions strongly recommends Weatherhead expand programming to attract students with a wider set of academic and career interests.
- Excluding Weatherhead, 75% of the private universities in the top 40 Best Business Programs (U.S. News & World Report, Fall 2014) offer a general management major.

Recommendation

- Create a more flexible Business Management Major as an additional option under the Bachelor of Science in Management. Offer four three-course concentration options:
 - Innovation and Entrepreneurship
 - International Business
 - Organizational Leadership
 - Supply Chain Management

Benefits

- Accommodates students who have different/broader interests in management.
- Appeals to students who in the past may not have given Weatherhead consideration.
- Contributes to overall goal of increasing Weatherhead undergraduate enrollments.
- ***Can be done without creating any new courses!***

Requirements

- Students will complete the BS – Management general education, principles, and core requirements.
- In addition, they will complete 18 credit hours (6 courses) to fulfill the Business Management Major as follows:
 - 3 courses within a single concentration (Innovation and Entrepreneurship, International Business, Organizational Leadership, or Supply Chain Management)
 - 1 analytics course selecting from: ECON 326, BAFI 361, MKMR 310, or another approved analytics course
 - 2 additional Weatherhead courses

March 31, 2015

**RESOLUTION TO AMEND
THE FACULTY SENATE RESOLUTION OF FEBRUARY 22, 2012
REGARDING CREDIT FOR ARMY ROTC CLASSES**

WHEREAS, Article V, Section A, Par. 2. of the Constitution of the University Faculty states in relevant part that the Faculty Senate shall make recommendations to the president for consideration and transmittal to the Board of Trustees with respect to standards of curricula and content for all degree programs; and

WHEREAS, on February 22, 2012, the Faculty Senate approved a proposal to allow six credits of Army ROTC classes to be taught at Case Western Reserve University, increasing the total number of CWRU credit-hours awarded for completion of Army ROTC classes from six to twelve; and

WHEREAS, on March 3, 2015, the Faculty Senate Committee on Undergraduate Education voted to approve the senior-level Army ROTC courses taught at John Carroll University as worthy of six credit-hours of transfer credit at CWRU, increasing the total number of CWRU credit-hours awarded for completion of Army ROTC classes from twelve to eighteen; and

WHEREAS, on March 19, 2015, the Faculty Senate Executive Committee voted to place this on the agenda for consideration by the Faculty Senate;

NOW, THEREFORE, BE IT RESOLVED THAT:
the Faculty Senate of Case Western Reserve University
approves amending its resolution of February 22, 2012
(attached here with Exhibit A that accompanied that resolution)
to increase the total number of CWRU credit-hours
awarded for the completion of Army ROTC
classes to eighteen.

Faculty Senate Executive Committee TOEFL Policy

Rick Bischoff
Vice President for Enrollment
March 19, 2015

Background

- Until 2012 TOEFL requirement was 80 and no SAT was required of international students
 - TOEFL waived if English Language School students passed ELS 112
- Policy change in spring of 2011
 - Required 90 in 2012 and 100 in 2013
 - Required SAT
- In 2013 and 2014 I requested TOEFL flexibility to be sure that we were able to meet enrollment goals
- I have reported on progress to the faculty each fall

Using Best Proficiency Results

87% would have met 100+ TOEFL equivalency in 2014

79% would have met 100+ TOEFL equivalency in 2013

Academic Performance

Year		TOEFL Group	
		90	100
2013	GPA	3.31	3.28
	Number of Students	30	113
	Retained	93%	88%
2014	GPA	3.51	3.34
	Number of Students	19	128

Grades through Fall 2014 semester

Academic Performance

Fall 2013	GPA		Number of Students	
	90	100	90	100
Engineering	3.89	3.11	4	31
Humanities		3.05		3
Management	2.84	3.47	7	15
Nursing	2.83	3.09	1	3
PreProfessional		3.53		7
Sciences and Math	3.07	3.26	7	32
Social Sciences	3.29	3.48	2	6
Undecided	3.65	3.4	9	16

Grades through Fall 2014 semester

Academic Performance

Fall 2014	GPA		Number of Students	
	90	100	90	100
Engineering	3.5	3.25	8	45
Humanities		3		3
Management	3.61	3.4	1	13
Nursing		3.5		8
PreProfessional		3.5		8
Sciences and Math	3.51	3.42	7	40
Social Sciences		3.17		6
Undecided	3.54	3.46	3	12

Grades through Fall 2014 semester

Proposed Policy

For applicants interested in studying Humanities, Social Sciences, Arts, Nursing or Management a 100 or higher TOEFL or equivalent alternative test (IELTS, PTE) result is required. All other applicants require a 90 or higher TOEFL or equivalent alternative test.

Students who have a 600 or higher SAT Critical Reasoning or a 26 ACT English are exempt from the language proficiency requirement.

Students who have been educated in schools in which the primary language of instruction is in English for two years prior to the time of graduation from high school, are also exempt from the requirement.

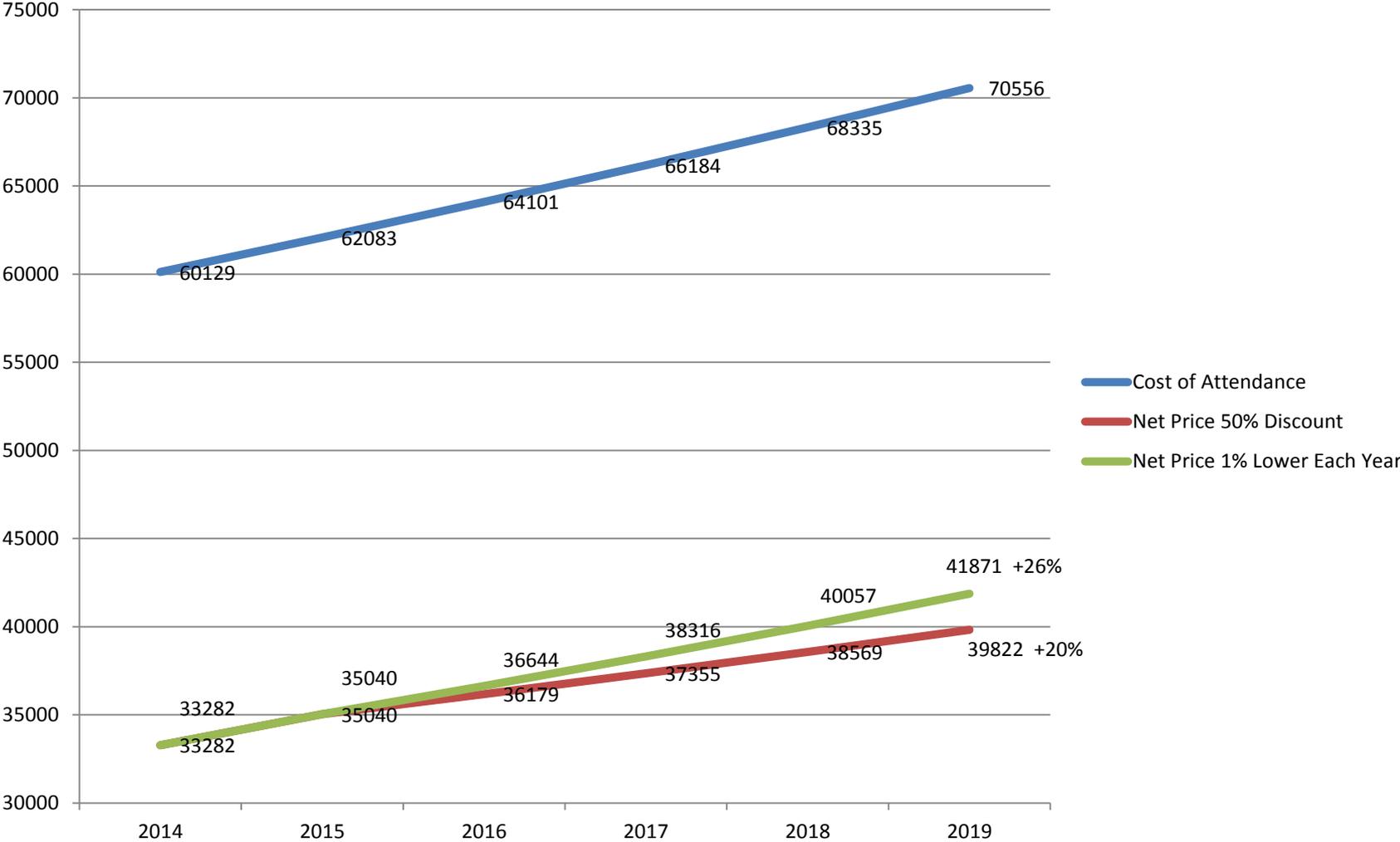
Faculty Senate Financial Aid Policy

Rick Bischoff
Vice President for Enrollment
March 31, 2015

Definitions

- Need Blind—Admissions decisions are made without consideration of how much financial aid a student will need.
 - CWRU is need blind for EA/ED/PPSP/RD decision cycles for US Citizens, Permanent Residents and Other Eligible Non-Citizens.
- Meet 100% of Demonstrated Need—The financial aid award (using state and federal grants, institutional grants/scholarships, work study and federal loan programs only) is equal to the difference between the cost of attendance and a family's expected family contribution (EFC).
 - CWRU does not meet need for all of our students.

Cost of Attendance and Projected Net Price



Impact of Increasing Price

If we maintain Fall 2015 discount rate goal over time, the net price to families rises by 20% by 2019.

If we lower discount rate goal by 1% per year, net price to families rises by 26% by 2019.

Family incomes are likely to remain flat.

If we maintain Fall 2015 discount rate goal over time, we would need to raise \$115 million dollars of endowment for Fall of 2016 and that would increase by 3.25% per year to maintain net price to families at 2015 levels.

Common Application

- Members no longer have to require essay.
- Members no longer have to require recommendations.
- Members no longer have to have holistic review process.

- There are thousands of new potential members.
- We could see significant increases in inadmissible applicants or those who will never enroll or may not even complete their application.
 - We still have to pay for every submission and evaluate.
- Need to monitor quality as well as quantity of applications

The Coalition Application

- It will be Common App like.
- They want to partner with ACT/SAT and other relevant organizations.
- Portfolio model—students start building profile early.
- It could become source of names to recruit for members.
- 82 institutions have indicated a strong interest.
- Organization has likely just selected a vendor.

- Current membership requirements
 - Public: 70% or higher graduation rate
 - Private: Meet full need for admitted students

Current Strategy isn't Sustainable

- Rising price and flat family incomes means the number of potential students gets smaller each year unless discounts keep pace.
- Increasing our discount isn't a viable long term strategy.
- Public universities are well positioned to raise tuition and implement private-like recruitment and discounting strategies.

The next five years are critical. For undergraduates, are we a national private research university worthy of consideration alongside other elite privates or a pretty good regional university that has to compete with the public flagships?

Coalition Application

- There is no reason for colleges and universities who are eligible for membership not to join.
- If successful, high ability and/or high income students will likely gravitate to the Coalition Application. This is where the colleges they most want to apply to will be.
- Given our current market position, if we are not a member of the Coalition Application, we could see our access to high ability and/or high income students decline.

Becoming Need Aware

- Market sees meeting full need as the marker of a “good” university today rather than being need blind.
- Families think that colleges who say they are need blind aren’t telling the truth.
- Given the current applicant pool, we can model the potential implications of becoming need aware and continuing to gap or becoming need aware and meeting full need.
- We can control for quality, diversity, Pell eligible and net revenue.

Current Financial Aid Package

Single parent family

1 in college

2 older siblings

\$38,000 annual income

\$5,300 expected
contribution

\$29,000 CWRU Grant

\$2,000 Work Study

Expected borrowing at
graduation:
\$100,000+

How does need aware work?

- For a certain percentage of the entering class (determined by financial goals) consider how much revenue a student will bring.
 - Example:
 - Student 1: BME major, 1400 SAT, 3.7 GPA, family is applying for financial aid but does not qualify for need based aid. Would offer \$20,000 scholarship
 - Student 2: BME major, 1400 SAT, 3.7 GPA, family applies for financial aid has \$50,000 in need. Would offer \$20,000 scholarship and \$11,500 in CWRU grant
- Overall, we need to admit more students who can afford to pay a larger share of the cost.
- Yield is likely to rise and admit rate likely to decline.

BYLAWS

THE FACULTY OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

ADOPTED BY THE FACULTY OF MEDICINE, AUGUST 25, 1978
RATIFIED BY THE FACULTY SENATE, DECEMBER 13, 1978

AMENDED BY THE FACULTY OF MEDICINE, MARCH 25, 1998
RATIFIED BY THE FACULTY SENATE, APRIL 23, 1998

AMENDED BY THE FACULTY OF MEDICINE JUNE 25, 1999 AND JUNE 30, 2000
RATIFIED BY THE FACULTY SENATE, NOVEMBER 6, 2000

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 31, 2003
RATIFIED BY THE FACULTY SENATE, APRIL 27, 2003

AMENDED BY THE FACULTY OF MEDICINE, APRIL 22, 2005
RATIFIED BY THE FACULTY SENATE, FEBRUARY 27, 2006

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 11, 2010
RATIFIED BY THE FACULTY SENATE, APRIL 21, 2010

AMENDED BY THE FACULTY OF MEDICINE, AUGUST 26, 2011
RATIFIED BY THE FACULTY SENATE, FEBRUARY 22, 2012

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ARTICLE 1 -PURPOSE

These bylaws and all amendments adopted as hereinafter provided shall henceforth constitute the rules and regulations governing the conduct and procedures of the Faculty of Medicine in the performance of its duties and in the exercise of its authorized powers, as specified by the constitution of the University Faculty of Case Western Reserve University. They are intended also to facilitate the participation of the clinical and adjunct faculty in organizing and executing the curriculum of the School of Medicine.

ARTICLE 2 - THE FACULTY OF MEDICINE

2:1 Membership of the Faculty of Medicine

The Faculty of Medicine shall consist of (1) regular faculty, defined as all persons who hold full-time appointments in the School of Medicine and who have unmodified titles at the rank of professor, associate professor, assistant professor, senior instructor, instructor, and (2) special faculty, those who hold these ranks modified by the adjective clinical, adjunct, visiting, or emeritus. In addition, fifteen students, two elected from and by the four University Program medical school classes, two elected at-large from and by CCLCM students, two elected from and by M.D.-Ph.D. students, and three elected from and by medical school graduate students, shall act as non-voting student representatives. The president of the university, a vice-president of the university responsible for medical school activities, and an administrative officer from and selected by each affiliated hospital shall be members of the faculty *ex officio*. The dean of the School of Medicine shall furnish annually to the secretary of the University Faculty a list of all full-time members of the faculty. (A full-time faculty member is one who is a member of the University Faculty as defined in the Faculty Handbook of Case Western Reserve University.) The Faculty of Medicine shall create a Faculty Council to conduct such business for it as is described below.

2:2 Officers of the Faculty

The president of the university and, in the president's absence or by the president's designation, the dean of the School of Medicine or the dean's representative, shall be chair of the Faculty of Medicine. The chair of the Faculty Council shall serve as vice-chair of the Faculty of Medicine. The Faculty of Medicine shall have a secretary who shall be appointed by the dean. The secretary shall provide due notice of all faculty meetings and the agenda thereof to the members of the faculty and distribute to the members the minutes of each meeting. The office of the dean shall be requested to supply appropriate administrative support for these functions.

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2:3 Authorities and Powers of the Faculty of Medicine

a. Authorities. Those authorities delegated by the University Faculty to the Faculty of Medicine for the educational, research, and scholarly activities of the School of Medicine shall reside in the Faculty of Medicine.

b. Powers Reserved. The regular faculty members of Faculty of Medicine shall make recommendations to the University Faculty concerning the establishment, discontinuance, or separation of any constituent school or college, or concerning the merging of such organizational units, and concerning any matter of import referred by the Faculty Council to the Faculty of Medicine for the determination of its recommendation.

The regular faculty members of the Faculty of Medicine shall have the power to recommend approval of amendments to these bylaws and the power and obligation to elect (1) senators to the University Faculty Senate; (2) a majority of the members of the Faculty Council; and (3) a majority of the voting members of the standing committees listed in section 2:6a.

2:4 Meetings of the Faculty

a. Regular Meetings. The faculty shall schedule meetings at least ~~three~~ times each academic year. The dean of the School of Medicine shall be asked to describe the state of the medical school generally at one of the meetings. Another meeting shall have as its main business a program relating to medical education. [A third meeting will have an agenda approved by the Faculty Council with at least one-half of the meeting devoted to open forum items.](#)

Meeting dates and times will be coordinated to accommodate appropriate schedules. In the event that inclement weather or other unforeseen event forces the university to close, a faculty meeting scheduled for that day shall be rescheduled. The Faculty Council may cancel a scheduled meeting of the faculty in the event there is no business to be conducted.

b. Special Meetings. The Faculty of Medicine shall also meet on the call of the president or the dean, or on written petition of at least 10 faculty members presented to the Faculty Council, or at the request of the Faculty Council.

2.5. Voting Privileges

a. A quorum of the faculty for both regular and special meetings shall consist of 100 members who are eligible to vote on the issue before the faculty as defined below (2:5c-2:5e). Proxies are not acceptable for purposes of either establishing a quorum or voting.

b. Special meetings of the faculty shall be conducted according to Robert's Rules of Order, Newly Revised. A majority of those present and voting shall be necessary to effect action.

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c. Special faculty whose titles are modified by the adjectives adjunct or clinical may vote at meetings only on matters concerning the planning and approval of the curriculum, the execution of the instructional program, the formulation of policies with regard to student affairs, appointment and promotion of special faculty; the election of members of committees dealing with such issues, and the election of their representatives to the Faculty Council.

d. Emeritus and visiting faculty members shall not be eligible to vote.

f. Prior to faculty meetings, Faculty Council will determine which faculty are eligible to vote on each issue scheduled for a vote, guided by 2:5c-2:5e above. If an issue is raised and brought to a vote *ad hoc* at a faculty meeting, the person chairing the meeting will determine who is eligible to vote based on the above criteria.

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2:6 Functions and Duties of the Faculty

All powers and obligations of the Faculty of Medicine shall be delegated to the Faculty Council and exercised by it, with the exception of those powers and obligations reserved above. These delegated powers and obligations shall include but not be limited to the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research. The Faculty Council shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

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The Faculty Council shall make recommendations to the dean for consideration and transmittal to the University Faculty Senate with regard to the establishment or discontinuance of departments and may, at its discretion, make its own recommendation concerning the establishment, discontinuance, or merging of units larger than a single department but smaller than a constituent school or college or refer such matters to the Faculty of Medicine for its recommendation. The Faculty Council shall advise the dean with regard to the establishment, discontinuance, or merging of academic or research units of the School of Medicine that are not required by the Faculty Handbook, at Chapter 2, Article V, Sec. A., Par. 2, c., 2, to be brought before the Faculty Senate. The Faculty Council, through the Committee on Appointments, Promotions, and Tenure, shall make recommendations to the dean for consideration and transmittal to the president of the university with regard to faculty promotions to the ranks of associate professor and professor, initial appointments to those ranks, and granting of tenure.

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c. The Faculty Council shall advise the president with regard to the appointment of the dean, as well as an interim or acting dean (see Section 3:6c for procedures), shall advise the dean with regard to recommendations to the president concerning the appointment of academic department chairs, as well as interim or acting chairs (for procedures see 4:3a and 4:3b), and

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shall advise the dean concerning appointments of directors of hospital departments and major interdepartmental academic officers.

2:7 Committees of the Faculty

a. The majority of the voting members of each standing committee dealing with faculty responsibilities shall be elected by the faculty. The number of non-voting members shall not exceed the number of voting members. The chair of the Faculty Council [shall solicit recommendations for committee chair appointments from each standing committee, and then](#) shall normally appoint one of the elected members to be the chair of each such committee, unless other provisions for appointment of chairs are made in these Bylaws. [However,](#) with approval on an annual basis by the Faculty Council, the chair may appoint the dean of the School of Medicine or another faculty member to serve as chair of a standing committee. Standing committees dealing with areas of faculty responsibility shall include the following: Admissions Committee; Bylaws Committee; [Committee on Budget, Finance, and Compensation](#); Committee on Appointments, Promotions, and Tenure; Committee on Medical Education; Committee on Students; Lecture Committee; and Research Committee.

b. The Faculty Council shall recommend the establishment, discontinuance, and representative composition (e.g., by rank, department, or institution) of standing committees and the length of terms of office of the members, and shall nominate candidates for committee membership. The faculty shall vote upon the nominees and shall elect the majority of voting committee members. Additional members of any standing committee may be appointed by the dean in accordance with the prescribed structure of each such committee. The number of appointed voting members shall be less than the number of elected voting members. The standing committees shall be reviewed by the Faculty Council at least once every five years. In the event that an elected member of a standing committee of the faculty resigns during the term, the nominating committee of the Faculty Council shall appoint a replacement. The first choice should be the faculty member who received the next highest number of votes in the most recent election for this committee position. Should that individual be unwilling or unable to serve, the nominating committee shall appoint an alternate of its choosing to the committee. In either case, this appointee may stand for election to the committee for the remainder of the term of the resigning member at the next regularly scheduled faculty election.

c. The dean shall be a member of all standing committees *ex officio* and may be the chair of any such committee if so appointed by the chair of the Faculty Council with the approval of the Faculty Council. Persons holding the office of assistant or associate dean may be regular members of any of these committees, as long as their number does not exceed 25% of the

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membership. These persons may not be chairs, but may be executive officers of these committees. Membership rosters of all standing committees shall be published annually.

d. Any action taken in the name of a standing committee shall be made by majority vote. All members of a committee shall be supplied with minutes of the meetings of the committee and with copies of official recommendations of the committee.

e. The meetings of the Faculty Council and of all standing committees shall be open to all members of the faculty except for those of the Steering Committee, the Admissions Committee, the Committee on Students, and the Committee on Appointments, Promotions and Tenure. Chairs of other committees may declare a meeting or part of a meeting closed to faculty attendance only if confidential personnel matters are to be discussed.

f. *Ad hoc* committees of the faculty may be created by the Faculty Council at its discretion.

ARTICLE 3: THE FACULTY COUNCIL

3:1 Purpose and Functions of the Faculty Council

a. There shall be a Faculty Council of the Faculty of Medicine, which shall meet regularly to exercise all powers of the Faculty of Medicine not reserved to the Faculty of Medicine itself. The powers and obligations of the Faculty Council shall include but not be limited to those following:

i) to act for the Faculty of Medicine regarding the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research. It shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

ii) The Faculty Council shall make recommendations to the dean for consideration and transmittal to the University Faculty Senate with regard to the establishment or discontinuance of departments and may, at its discretion, make its own recommendation concerning the establishment, discontinuance, or merging of units larger than a single department but smaller than a constituent school or college or refer such matters to the Faculty of Medicine for its recommendation.

iii) The Faculty Council shall advise the dean with regard to the establishment, discontinuance, or merging of academic or research units of the School of Medicine that are not required by the Faculty Handbook, at Chapter 2, Article V, Sec. A., Par. 2, c., 2, to be brought before the Faculty Senate.

iv) The Faculty Council shall advise the president with regard to the appointment and reappointment of the dean, as well as an interim or acting dean (see Section 3:6c for

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procedures), shall advise the dean with regard to recommendations to the president concerning the appointment of academic department chairs, as well as interim or acting chairs (for procedures see 4:3a and 4:3b), and shall advise the dean concerning appointments of directors of hospital departments and major interdepartmental academic officers.

v) The Faculty Council, through the Committee on Appointments, Promotions, and Tenure, shall make recommendations to the dean for consideration and transmittal to the president of the university with regard to faculty promotions to the ranks of associate professor and professor, initial appointments to those ranks, and granting of tenure.

vi) The Faculty Council, through the Lecture Committee, shall organize appropriate lectures;

vii) The Faculty Council, through the Bylaws Committee, shall periodically review and make recommendations concerning the amendment of these bylaws and standing committee charges;

viii) The Faculty Council, through the Nomination and Elections Committee, shall oversee the nomination and election process for standing and ad hoc faculty committees and elections of representatives to the Faculty Senate;

ix) The Faculty Council, through the Committee on Budget, Finance, and Compensation, shall consider matters relating to the SOM's budget, finance, and faculty compensation plan.

x) The Faculty Council shall also have the responsibility to review the requirements for the M.D. degree and to approve student standings and student promotions.

xi) The Faculty Council shall hear reports of the committees of the faculty and of the Faculty Council and recommend action on such reports;

xii) The Faculty Council shall determine the establishment, discontinuance, and representative composition (e.g., by rank, department, or institution) of the membership, length of term for membership, and charge of all faculty standing committees;

xiii) The Faculty Council shall elect a chair, a chair-elect, members of the Steering Committee, and the Faculty Council members of the Nomination and Elections Committee;

xiv) Through the Faculty Council Steering Committee, the Faculty Council shall determine the agenda for its own meetings and the agenda for the meetings of the faculty;

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xv) The Faculty Council shall classify any issue requiring a vote of the faculty so as to determine the eligibility of the adjunct/clinical and student members to vote on that issue (per 2:4biii and 2:4bv).

xvi) The Faculty Council may appoint standing and *ad hoc* committees to make recommendations concerning its various functions and duties (see Article 3:6d).

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3:2 Membership of the Faculty Council

a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (When more than one autonomous department exists within a single academic discipline, as per section 4:3 below, a representative of each such department shall be elected to the Faculty Council.) and of each division with departmental status. (All references hereafter to academic departments include divisions with departmental status.) These representatives shall be referred to as department representatives. Other voting members shall include two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical, one representative from each affiliated institution and 10 representatives of the regular faculty elected at large. All these representatives shall be members of the faculty.

b. Non-voting Members. Non-voting members of the Faculty Council shall be the president of the university, a vice-president of the university responsible for medical school activities, the dean of the School of Medicine, the associate dean for medical education of the School of Medicine, the chair of the Committee on Medical Education, and student members who shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and one Ph.D. graduate student. The student members shall be chosen by their respective groups. In addition, if a senator to the university Faculty Senate is not included in the Faculty Council as a voting member, the chair of the Faculty Council shall appoint one of the School of Medicine senators to be an *ad hoc* member of the Faculty Council. The chair of the Faculty Council may invite other persons to attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty members may at any time request hearings before Faculty Council, but a request by a faculty member for a hearing before the Faculty Council must be made to the chair prior to the meeting of the Faculty Council.

3:3 Election of the Members of the Faculty Council

(For more details concerning elections, see Article 3:6b, paragraph 3.)

a. Shall be held no later than April 30 of each year, with newly elected members beginning their terms of office on the following July 1.

b. Upon notification by the dean, the full-time faculty members of each academic department of the School of Medicine shall elect as a department representative to the Faculty Council one of their full-time members who holds a primary appointment in that department. The election shall be held by democratic process. Complaints concerning the occurrence of undemocratic selections of representatives shall be brought to the attention of the chair of the Faculty Council.

c. Upon notification by the dean, full-time faculty based at each affiliated institution shall choose, by a method of their own design, one of their members who has a primary base at that institution and who has not been elected a department representative to be a representative to the Faculty Council.

d. The at-large representatives shall be nominated by a nominating committee (see Article 3:6b) and shall be elected by the full-time members of the faculty. The dean shall be requested to supply the nominating committee with a list of the preclinical and clinical science departments and rosters of the full-time faculty members with primary appointments in each department. Five at-large representatives shall be from preclinical departments and five shall be from clinical science departments. There shall be at least two nominees for each of these positions. Those nominees who are not elected shall serve as alternates in the order of votes received (see 3:4). In each three-year cycle beginning with the adoption of these amendments, one preclinical and one clinical at-large representative shall be elected the first year, and two preclinical and two clinical at-large representatives shall be elected in each of the second and third years. Upon adoption of these amendments, the at-large representatives who are then serving may complete their terms of office.

e. The Nominating Committee (see Article 3:6b) shall nominate at least four members of the special faculty whose titles are modified by the adjective adjunct or clinical as candidates for representative to the Faculty Council. Two of these nominees shall be elected by the special faculty whose titles are modified by the adjective adjunct or clinical. The remaining nominees will serve as alternates in the order of votes received.

3:4 Terms of Office of Faculty Council Representatives

Representatives shall serve for a period of three years. Representatives may not serve consecutive terms but may be reelected after an absence of one year. A department representative who is unable for any reason to complete a term of office shall be replaced by a full-time faculty member from the same academic department, elected by democratic process within that department. The new member shall complete the term of the former member and shall be eligible for reelection if the remaining term so completed has been less than two years. A departmental member on leave of absence shall be replaced during that leave by a faculty

member from the same academic department, elected by democratic process within that department. Upon return from leave, the returned faculty member shall complete the original term of office. An at-large representative who is unable for any reason to complete a term of office shall be replaced by an alternate (per 3:3d) who shall serve during the remainder of the term or during the leave of the representative, as outlined for department representatives. A representative of the special faculty who is unable for any reason to complete a term shall be replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during the leave of the representative. A representative of an affiliated institution who is unable for any reason to complete a term shall be replaced by a full-time faculty member with a primary base at the same institution. That individual shall be chosen by the same mechanism as the original representative, and shall serve for the remaining term or during the leave of the original member, as outlined above for department representatives.

Members who have three absences from Faculty Council meetings in one year must resign from the Faculty Council unless their absences were excused by the chair of the Faculty Council. A warning letter will be sent to the Faculty Council member after two absences, with a copy to the department chair. Selection of replacements for members who resign is discussed in the preceding paragraph.

3:5 Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the members who have at least two years of their terms remaining. The chair-elect shall serve as vice-chair of the Faculty Council during the first year following election and succeed to the chair the following year. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall preside over the Faculty Council and shall be vice-chair of the Faculty of Medicine. Following completion of this term of office, the immediate past chair of the Faculty Council shall serve one additional year as a member of the Faculty Council and as a member of its Steering Committee. For procedures to be followed in the election of the officers and committees of the Faculty Council, see article 3:6b. The dean shall be requested to provide administrative support to these officers.

3:6 Committees of the Faculty Council

a. Steering Committee. The Steering Committee shall consist of eight members: the chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the Faculty Council, and five other Faculty Council members who shall be elected by the Faculty Council for one-year terms. These members may be reelected successively to the Steering Committee for the duration of their terms as members of the Faculty Council. The chair of the

Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council between meetings. The Steering Committee shall report all actions and recommendations to the Faculty Council. The Steering Committee shall act for the Faculty Council and faculty in reviewing actions of the Committee on Appointments, Promotions and Tenure in order to ensure equity, adherence to published guidelines, and proper procedure. The Steering Committee shall consult with the dean on such matters as the dean brings before it. The Steering Committee shall advise the president concerning the appointment of an interim or acting dean of the School of Medicine.

b. [Nomination and Elections](#) Committee. [This committee](#) shall consist of eleven members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, four other Faculty Council members, two each from the preclinical and clinical sciences, and four full-time faculty members who are not members of the Faculty Council, two each from the preclinical and clinical sciences. The four Faculty Council members of the [Nomination and Elections](#) Committee shall be elected at large by the Faculty Council and shall serve for the duration of their terms as Faculty Council members. The four non-members of the Faculty Council shall be elected by ballot by the Faculty of Medicine and shall serve three-year terms. [The chair will be elected from the members of the committee annually.](#)

The [Nomination and Elections](#) Committee shall nominate (1) candidates for the chair-elect of the Faculty Council, (2) candidates for the Steering Committee, and (3) candidates for the standing committees of the Faculty Council. Ballots listing the nominees and leaving space for write-in candidates shall be sent to all members of the Faculty Council. The election of the chair-elect and the members of the Steering Committee, the Faculty Council members of the [Nomination and Elections](#) Committee and the members of other standing committees of the Faculty Council will be carried out at the June meeting of the Faculty Council. Additional nominations for all these offices shall be invited from the floor. The consent of the nominee must be obtained in order for a write-in or floor nomination to be valid. Faculty Council members who cannot attend the June meeting may vote by mail (noting that wherever mail voting or distribution is mentioned in these Bylaws, voting or distribution by email or other method well-calculated to reach voters shall be considered satisfactory). Candidates for chair-elect will also be candidates for the Steering Committee and will be so listed on mail ballots. Faculty Council members shall vote for one nominee for chair-elect and for six members of the Steering Committee. The five persons with the highest number of votes, excluding the person elected to the office of chair-elect, shall be elected to serve on the Steering Committee. Both mail ballots and ballots collected at the Faculty Council meeting shall be counted, whether or not a quorum is present at the meeting. If the total number of ballots received does not equal or exceed 50% of

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the members of Faculty Council, ballots may be solicited from absentee members. If either the Steering Committee or the [Nomination and Elections](#) Committee perceives a significant deficit in the representation of faculty constituencies within its membership following the annual election, either committee may ask the chair of Faculty Council to appoint a single ad hoc voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee should be a current member of the Faculty Council. In the case of the [Nomination and Elections](#) Committee, the appointee should be a regular member of the Faculty of Medicine.

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In addition, the [Nomination and Elections](#) Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for senator to the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of nominees shall be at least twice the number of positions to be filled. Electees shall be chosen by mail ballot. Ballots listing candidates for Faculty Council, senators, and standing committees of the faculty shall be mailed to all full-time members of the faculty. Ballots listing candidates for the representatives of the special faculty on the Faculty Council shall be mailed to all special faculty whose titles are modified by the adjective adjunct or clinical. Ballots listing candidates for committees dealing with the planning and approval of the curriculum, the execution of the instructional program, and the formulation of policies with regard to student affairs shall be mailed to all members of the faculty. Elections shall be conducted as far in advance of the completion of the terms of sitting members as is practicable. Elections may be conducted through the campus and first class mail or by email or other electronic means. All ballots shall provide space for write-in candidates. At least two weeks shall be allowed between the distribution of all ballots and the close of the election and determination of election results. Distribution of the ballots and the determination and publication of the election results shall be the responsibility of the [Nomination and Elections](#) Committee. After each election, the Committee will count the votes and publish all the vote totals. Any irregularities or issues in the conduct of the elections shall be resolved by the Committee and reported to the Faculty Council. The dean shall be requested to supply administrative support for the elections.

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c. Special Committee to Nominate Candidates for the Search Advisory Committee to the President on the Selection of the Dean of the School of Medicine. This special nominating committee shall be formed when needed and shall consist of the chair of Faculty Council, three other members of the Steering Committee of the Faculty Council, three elected members of the Nominating Committee, and four academic department chairs (two Basic Science, two Clinical) of

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the School of Medicine. The chair of the Faculty Council shall serve as chair of this special nominating committee, and the other ten members shall be elected by their respective groups. The majority of the nominees for the Search Advisory Committee selected by this special nominating committee shall be full-time members of the Faculty of Medicine. The president is requested to consider these nominees when appointing members of the Search Advisory Committee.

In the early stages of the search for the dean of the School of Medicine, the chair of the Faculty Council shall solicit recommendations, opinions, and advice regarding selection of the dean from members of the Faculty of Medicine by mail and submit these views directly to the Search Advisory Committee. When a final list of candidates for the position of dean has been selected, the Search Advisory Committee is requested to solicit the views and advice of the Steering Committee of the Faculty Council on the ranking of the candidates.

d. Other Committees of the Faculty Council. The Faculty Council may create other standing and *ad hoc* committees of the Faculty Council to carry out specific functions and duties assigned to it. These committees may include members who are not Faculty Council members.

3:7 Meetings of the Faculty Council

a. The Faculty Council shall meet at least once every two months from September through June of each academic year. Special meetings may be called by a majority vote of the Steering Committee, by a written petition of 10 members of the faculty addressed to the chair of the Faculty Council, or by the dean.

b. The agenda for each meeting shall be prepared by the Steering Committee and distributed to all members at least one week in advance of regular meetings and at least two days in advance of special meetings. The agenda shall also be posted electronically and sent electronically to all faculty members.

c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to Faculty Council members, to the dean, to all department chairs, and to each member of the Faculty of Medicine. Approved minutes shall be available to all faculty members. The dean is requested to provide administrative support for this purpose.

d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised. A quorum of the Faculty Council shall consist of 50% of the voting members. Elected members may not designate alternates for council meetings or vote by proxy in council meetings. Faculty Council members may vote *in absentia* by mail in the election of officers and standing committees of the Faculty Council (see article 3:6b).

3:8 Annual Report of the Faculty Council

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Each year the chair of the Faculty Council shall submit to the faculty a report on the activities of the Faculty Council.

ARTICLE 4 – DEPARTMENTS

4:1 Organization of the Faculty into Departments

The Faculty of Medicine may be organized into departments representing each academic discipline as specified in the Constitution of the University Faculty, Article VII, Sec. B. Divisions with the status of a department may be established. Each member of the faculty shall normally have an appointment in a department or in a division having the status of a department.

4:2 Function of Departments

Each department shall provide a central administration for its academic disciplines. Each department shall be responsible for the teaching in its discipline in the School of Medicine, through the core academic program's committee structure and the other units of the undergraduate medical curriculum and in the affiliated hospitals. This responsibility shall be exercised by the academic department chairs in conformity with the curricular policies, organization, and components that are specified by the faculty and the dean. Each department may assume responsibility for teaching in its discipline in the other schools of the health sciences and in the undergraduate and graduate curricula of the university as determined by need and negotiation. Where appropriate, each department shall plan and implement graduate programs leading to such graduate degrees as are authorized by the university and shall be responsible for the content of the curricula in its discipline in the several programs specified above. Each department shall plan and execute programs of research and of professional activity and shall train medical students, undergraduate students, and graduate students in its disciplines. Each department shall maintain and staff the facilities which lie within its jurisdiction and shall enlist the cooperation of other departments or of affiliated teaching institutions where this shall be necessary for the execution of its mission. Each department shall elect one representative to the Faculty Council.

a. Each department or, at the request of the hospital affiliate's Associate Dean or Executive Dean and with the consent of the Dean of the School of Medicine, each affiliated hospital, shall establish a Department or Affiliated Hospital Committee on Appointments, Promotions, and Tenure (or Appointments and Promotions only, if appropriate) (all hereinafter "DCAPT"s) for the purpose of making recommendations concerning appointments and promotions and if appropriate awards of tenure. The department chair or affiliated hospital

associate dean or executive dean shall nominate faculty annually for service on the DCAPT for the SOM Dean's approval. The department chair shall also nominate a faculty member holding a primary appointment in the department (or the affiliated hospital, if appropriate), preferably at the rank of tenured Associate Professor or Professor, to serve as the DCAPT committee chair.

b. DCAPTs may comprise all the faculty members holding full-time primary appointment in the department, except as provided in paragraph 4.2(c) , and may also include faculty holding secondary appointments in the department but holding primary appointments outside the department or school in any of the university's constituent faculties. Alternatively, department chairs may nominate a committee of at least three faculty members from among the primary full-time faculty (and other faculty) to serve as the committee.

c. Department chairs themselves shall not be members of their respective department's DCAPTs. Instead, they shall serve as the initiator for the appointment, promotion, and tenure of candidates, attending DCAPT meetings for the purpose of presenting candidates for the committee's consideration, entering into discussion with the committee and answering its questions, and otherwise being excused from the room. Department chairs shall not be present for DCAPT voting. Should a faculty member take advantage of the self-initiation process, the DCAPT chair shall invite the department chair [as well as an advocate, selected by the candidate from among the CWRU faculty](#), to the meeting at which the self-initiated promotion or tenure award is discussed to provide the department chair [and advocate](#) with the opportunity to offer his or her perspectives. [The advocate and department chair shall present separately and neither shall be present for the vote.](#)

d. The paragraph above, however, shall not restrict department chairs from serving on an affiliated hospital's committee concerned with appointments, promotions, or tenure. Where department chairs serve on such committees, they may serve as the as described above and they may remain present during the discussion and voting, but in no case shall a department chair (or other committee member) cast a vote regarding the appointment, promotion, or tenure of a candidate whom she or he initiated for appointment, promotion, or tenure.

e. Department chairs have wide discretion to nominate faculty for service on the DCAPT, but the following principles should be observed. If at all possible, at least two-thirds of the committee should be composed of tenured faculty in the department at the rank of associate professor or professor. The DCAPT's membership should include both tenured and non-tenured faculty; each committee, with the exception of the Cleveland Clinic Lerner College of Medicine Committee (CCLCM), shall include at least three tenured faculty members., so tenure votes are not determined by only one or two voters. Preference shall be given to tenured faculty holding primary appointment in the department. Tenured faculty holding secondary appointment in the department ("tenured secondary faculty") may be appointed to the committee 1) in addition to

all tenured faculty holding primary appointment in the department ("tenured primary faculty") in order to reach the minimum of three or 2) to exceed it, but in this case the number of tenured secondary faculty may not exceed the number of tenured primary faculty on the committee. Women and minority faculty should be represented if at all possible; adjunct and/or clinical faculty may be nominated for committee membership at the chair's discretion to vote on promotion of special faculty.

f. Department or affiliated hospital CAPTs shall review faculty holding or proposed for holding primary appointment in the department/affiliated hospital in order to make recommendations concerning 1) appointment, promotion, and/or award of tenure; 2) third and sixth year pretenure reviews for tenure track faculty; 3) concerning readiness for promotion for each full-time assistant and associate professor in the non-tenure track no later than six years after appointment or promotion to that rank and at least every six years thereafter; and 4) other actions as appropriate. Copies of reviews under 2) and 3) above shall be provided to the individual faculty member reviewed; copies of all reviews shall be provided to the dean's office.

g. DCAPT recommendations shall be made by the DCAPT chair (unless he or she is the candidate) after a vote by the DCAPT. The DCAPT chair shall convene a meeting for the purpose of voting, for which notification shall be made sufficiently in advance to allow those unable to attend to vote by written absentee vote. All members of the committee may participate in discussion of all recommendations for appointment, promotion, and tenure. On recommendations involving promotion, only faculty of rank equal to or superior to that being considered shall be eligible to vote. On recommendations involving tenure, only faculty with tenure shall vote. Recommendations shall require a majority (more than half) of those eligible to vote. In order for a recommendation to be made, at least three eligible committee members must cast a vote.

h. Affirmative recommendations for faculty appointments and all other recommendations from a DCAPT shall be communicated to the department chair by the DCAPT chair in a letter which records the numerical vote and reflects the deliberations of the DCAPT, pro and con. Before transmission, this letter shall be made available for inspection by the faculty members who participated in the vote. If a faculty member believes the letter to express inadequately the committee's deliberations, he or she may send independently to the DCAPT chair a statement of such opinion, which shall be appended to the committee's letter for higher reviews. The department chair shall forward the DCAPT recommendation letter to the dean and is expected to add his or her recommendation, which may or may not be the same as the DCAPT's recommendation, in a separate letter to the dean.

i. DCAPT meetings shall be conducted in confidence. All votes shall be conducted by written secret ballot and shall be tabulated by the committee secretary. Candidates shall not be

present at committee meetings (or portions thereof) at which their candidacy is discussed and/or voted upon. Committee deliberations and votes are confidential and must not be discussed outside the committee with anyone, including the candidates.

j. Recommendations concerning appointment, promotion, and tenure shall be governed by the then-current Qualifications and Standards for Appointment, Promotion, and the Award of Tenure for Faculty Members in The School Of Medicine, Case Western Reserve University (Appendix I of the these Bylaws) and the relevant sections of the Faculty Handbook. Committee discussions shall be confined to matters relevant under the Standards and Qualifications. Specifically prohibited from discussion are such matters as gender, race, minority status, disability status, veterans status, and sexual orientation or marital/partner status.

4:3 Academic Department Chairs

a. Each academic department shall have an academic chair appointed by the president of the university on recommendation of the dean. In order to select candidates, the dean will appoint a search committee [in consultation with Faculty Council](#), which shall normally be multi-departmental in composition, to provide a slate of candidates from which the selection will normally be made. The search committee shall include representation from the full-time faculty of the department in question. The department faculty representation shall consist of at least one full-time faculty member elected by the full-time faculty of that department. The search committee shall identify its membership to the academic department and indicate its ready availability, particularly that of the elected full-time departmental representative member(s) of the search committee, to receive suggestions, views and advice from interested individual department members or from the entire academic department throughout the search process. Verbal and/or written suggestions, views, and advice directed to any member of the search committee should be transmitted promptly to the whole search committee, unless specified otherwise by the departmental member offering such suggestions, views and advice.

All department chairs shall be selected in strict accordance with the university policy governing affirmative action.

The president will appoint acting or interim department chairs after receiving the recommendations of the dean. Before making recommendations, the dean [shall](#) seek the advice of a committee consisting of the Steering Committee of the Faculty Council and the Faculty Council representative from the department for which an acting or interim chair is to be appointed. When a member of the Steering Committee or the Faculty Council representative is a candidate for acting or interim department chair, the chair of the Faculty Council shall designate an alternate member from the department to serve on the advisory committee. The advisory committee shall identify [expeditiously](#) its membership to the academic department and indicate

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its ready availability, particularly that of the representative from the department, to receive suggestions, views and advice from interested individual department members or from the entire academic department. Verbal and/or written suggestions, views and advice directed to any member of the advisory committee should be transmitted promptly to the whole advisory committee, unless specified otherwise by the departmental member offering such suggestions, views and advice. This process shall take place as expeditiously as possible before the advisory committee makes its recommendations to the dean.

b. Each department chair or head of a division with departmental status or an appropriate designee shall meet annually with each full-time faculty member to review performance and to set future goals. The department chair or the appropriate designee shall then provide a written summary of each evaluation to the faculty member, with a copy provided to the dean. [For departments that choose to use the Faculty Activity Summary Form \(FASF\), any changes to that form must be approved by Faculty Council prior to their incorporation into the document.](#)

c. The chair of an academic department may reside at the School of Medicine or at any one of its affiliated institutions.

d. Any individual service of an established academic department in an affiliated teaching institution may petition the Faculty of Medicine for independent status as a separate academic department, autonomously representing the academic discipline. The chair of each such independently established academic department shall be selected in accordance with section 4:3a and appointed by the president on recommendation of the dean. The dean is requested to seek the advice of the Steering Committee and elected departmental member(s), as outlined in article 4:3a, before making recommendations to the president.

e. All chairs of academic departments and all directors of individual services of affiliated institutions within a single discipline should meet regularly to coordinate their university-related functions.

[f. At least once a year, the Department Chair will call a meeting of their faculty for the purpose of identifying and defining issues pertinent to the mission of the Department.](#)

4:4 Establishment and Discontinuance of Academic Departments

Petitions to establish or discontinue academic departments shall be presented to the Faculty Council. [Such petitions shall include the rationale for the change.](#) Recommendations of the Faculty Council for establishment or discontinuance shall be referred to the University Faculty Senate, upon approval of the dean.

4:5 Review of Academic Departments

Periodic review of each department by persons external to the department is important for evaluation of the functioning of that department by the faculty and the dean. A committee appointed by the dean shall review each academic department at intervals no greater than 10 years. The review committee shall include at least one outside consultant. The dean shall transmit the review committee's report and recommendations to the chair of the Faculty Council.

[Departmental faculty shall be provided with an executive summary.](#)

4:6 The Department of Biomedical Engineering

The Department of Biomedical Engineering is currently unique among the departments. Created by action of the Board of Trustees in 1968, it is a single department jointly based in the School of Medicine and the School of Engineering. The department chair will designate each faculty member, at the time of initial appointment, as being principally based in the School of Medicine or the School of Engineering. The principal designation will determine which School's pretenure period and which School's process and qualifications and standards for appointment, promotion, and award of tenure shall govern the appointment. In other respects, faculty in the department shall enjoy the rights and privileges and duties and responsibilities of faculty in both Schools.

ARTICLE 5 – FACULTY APPOINTMENTS, PROMOTION, AND GRANTING OF TENURE

5.1: Classification of Appointments

An appointment shall be classified as initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms).

An appointment shall be classified as full-time or part time. Eligibility for appointment or reappointment to the full-time faculty is subject to approval by the dean and requires that (1) 50% or more time be devoted to approved academic activities and (2) the academic activities must be conducted at an approved site. If 50% or more of compensation is paid through the university, the full-time faculty member is eligible for fringe benefits.

An appointment shall be classified by academic title and whether the appointment is (a) with tenure, (b) without tenure but leading to tenure consideration (tenure-track), (c) without tenure and not leading to tenure consideration (non-tenure track); or (d) special, which will include the prefix adjunct, clinical, visiting, or emeritus. If the appointment leads to consideration for tenure, the appointment letter shall specify clearly the academic year in which this consideration will become mandatory. With regard to special faculty appointments, adjunct appointments usually refer to part-time faculty members devoting their time to research and/or teaching in the basic science departments. Clinical appointments usually refer to faculty members

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devoting their time to patient care and teaching. Visiting faculty appointments are issued for specified terms of one year or less than one year and can be full- or part-time. Special faculty are not eligible for tenure.

The dean of the School of Medicine and the provost of the university must approve available tenured or tenure track slots. The School of Medicine is exempt from the Faculty Handbook ruling that the majority of the members of each constituent faculty must be tenured or on the tenure track (Chapter 2, Article I, Sec. D, p. 15), as approved by the University Faculty Senate and the provost (January, 2004).

If the appointment applies to more than one constituent faculty, or department, or to an administrative office as well as an academic unit, the appointment may be identified either (1) as a primary-secondary appointment or (2) as a joint appointment. For a primary-secondary appointment arrangement, one constituent faculty or department shall be identified as the primary appointment and the other as secondary. Responsibility for the initiation of consideration of re-appointment, promotion, award of tenure, or termination shall rest with the primary unit. Faculty with joint appointments have full rights as a faculty member in both constituent faculties or departments. The notice of appointment shall be issued jointly by the two constituent faculties or departments. Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments.

5.2: Terms of Appointment

Appointments with tenure shall be of unlimited duration until retirement, subject only to termination for just cause (see below). Tenure-track appointments shall normally be made for a term of one to five years and may be renewed until the end of the pre-tenure period. Non-tenure track appointments are renewable and shall normally be made for a term of one to five years. Special appointments shall be made for terms of one year or less.

5.3: Academic Freedom

Academic freedom is a right of all members of the Faculty of Medicine, and applies to university activities, including teaching and research. Specifically, each faculty member may consider in his or her classes any topic relevant to the subject matter of the course as defined by the appropriate educational unit. Each faculty member is entitled to full freedom of scholarly investigation and publication of his or her findings.

5.4 Tenure

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The basic purpose of tenure is to provide the assurance of academic freedom throughout the university. Another important purpose of tenure is to attract and retain outstanding faculty through continued commitment of the university to these faculty members. Tenured faculty members are protected explicitly against dismissal or disciplinary action because their views are unpopular or contrary to the views of others. Non-tenure-eligible colleagues shall derive protection by general extension of these principles of academic freedom.

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When awarded, academic tenure rests at the constituent faculty level.

The award of academic tenure to a faculty member is a career commitment that grants that faculty member the right to retain his or her appointment without term until retirement. The appointment of a tenured faculty member may be terminated only for just cause. In the event that a tenured faculty member's school, department or other unit of the university in which the faculty member's appointment rests is closed or reduced in size, the university shall make all reasonable attempts to provide a tenured faculty member with an appointment of unlimited duration until retirement.

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure eligible, or special) include (a) grave misconduct or serious neglect of academic or professional responsibilities as defined through a fair hearing; (b) educational considerations as determined by a majority vote of the entire constituent faculty of the affected individual which lead to the closing of the academic unit of the university or a part thereof in which the faculty member has a primary appointment; and (c) financial exigent circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment.

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A tenured faculty member may be terminated for financial exigent circumstances only after all faculty members who are not tenured in that constituent faculty have been terminated in the order determined by the dean of the School of Medicine in consultation with the department chairs, the Faculty Council and other faculty members.

5.5: The Pretenure Period

The pretenure period in the School of Medicine is nine years. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than in the ninth year after the date of initial appointment at the rank of assistant professor or higher.

A faculty member in the tenure track may request extensions to the pretenure period. The extensions may be (1) requested by exceptionally worthy candidates in the event of unusual constraints in the university, or part or parts thereof, which would prevent tenure award at the end of the normal period; or (2) requested for the purpose of compensating special earlier

circumstances disadvantageous to a candidate's tenure consideration (such as serious illness, family emergency, maternity, or extraordinary teaching or administrative assignments); or (3) upon written request by the faculty member within one year after each live birth or after each adoption, an extension of up to one year shall be granted by the provost to any faculty member who will be the primary care giving parent. Extensions should be requested as soon after the occurrence of the relevant circumstances as practicable, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested under (1) or (2) above require request by the faculty member, review and a recommendation by the department's committee on appointments, promotions, and tenure, the department chair, and the dean, and approval by the provost. Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for extensions made under (3) above.

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible [track](#) on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

5.6: Qualifications for Appointments, Promotions and Granting of Tenure

Qualifications and standards for faculty appointments, reappointments, promotions, and granting of tenure shall be generally as stated in the Faculty Handbook of Case Western Reserve University. Specific qualifications and standards applying to the School of Medicine shall be determined by the Faculty of Medicine and appended to these bylaws. These qualifications and standards shall be reviewed every five years by the Faculty Council. The dean shall make the text of the current qualifications and standards available to all junior and newly appointed faculty members.

5.7: Tenure Guarantee

Award of tenure for faculty based in the School of Medicine should be accompanied by a base salary guaranteed by the School of Medicine that will be equal for faculty in the school's

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basic science and clinical science departments. The amount of the guarantee and its financial support are currently under discussion.

5.8: Rolling Appointments for Non-Tenure Track Professors

Upon nomination by the department chair and with the consent of the dean, faculty members at the rank of professor in the non-tenure track, with primary appointments in either a clinical or basic science department will be eligible to receive a rolling appointment contract of up to five years in duration accompanied by a salary guarantee for the period of appointment, equal in amount (but not duration) to that guaranteed to tenured professors. A rolling three-year appointment, for example, is a multiple-year appointment that differs from a multiple-three-year fixed term appointment in that, pending satisfactory performance and financial circumstances as determined by the chair and the dean, the appointment is renewed each year for the following three years. Financial support for rolling contracts is to be provided by the School of Medicine with the understanding that, prior to making the rolling commitment, the school would have the opportunity to enlist support from the appropriate hospital, clinical practice plan, or other appropriate entity to underwrite the guarantee.

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5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

a. Full-Time Faculty

The dean shall submit recommendations for appointments and promotions to the ranks of associate professor and professor and the granting of tenure concerning full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) given him or her by the department chairs or other persons as designated by the dean or initiated by other means as outlined in the Faculty Handbook of Case Western Reserve University, Chapter 3.I.1, to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Exhibit I to these Bylaws, shall report its affirmative and negative recommendations to the Steering Committee of the Faculty Council. Each recommendation shall also be reported promptly to the academic chair of the candidate's department. The candidate shall be informed by the academic chair of the committee's recommendation. The academic chair or other nominator may appeal a negative recommendation by notifying the chair of the Committee on Appointments, Promotions, and Tenure of the School of Medicine. Appeals may be made in writing or in person. Written documentation of the appeal and the response of the Committee on Appointments, Promotions, and Tenure must be appended to the candidate's file. In the event that the appeal to the

Committee on Appointments, Promotions and Tenure is not successful, the academic chair or other nominator or the affected faculty member may bring to the attention of the Steering Committee of the Faculty Council, through a detailed, written submission, any alleged errors in procedure or non-adherence to the current published guidelines for appointments, promotions and tenure. The Steering Committee of The Faculty Council may investigate the allegations to the extent that it deems appropriate, may review all other candidates' files as it deems necessary, and may request the appearance of persons with knowledge of current and prior procedures and policies of the CAPT. A written report of the results of any investigation by the Steering Committee shall be appended to the candidate's file. All files will be forwarded to the dean after the Committee on Appointments, Promotions and Tenure, and, if applicable, the Steering Committee of the Faculty Council have discharged their responsibilities as specified above. The dean shall transmit the file, with added comments if desired, to the president of the university; for informational purposes, the dean will also provide the Dean of the Case School of Engineering with complete copies of the files of candidates in the Department of Biomedical Engineering with appointments principally based in the School of Medicine.

b. Special Faculty Appointments and Promotions

Special faculty appointments and promotions modified by the prefix adjunct, clinical, or visiting shall be recommended by the department chair and may be granted by the dean. For these clinical and adjunct appointments and promotions at the ranks of assistant professor, associate professor, and professor, the dean shall, prior to reaching a decision, also consider the recommendation of the department's committee on appointments, promotions, and tenure. The dean shall also consider letters of reference concerning the appointment and promotion of faculty to the ranks of clinical and adjunct associate professor and clinical and adjunct professor. For all ranks of clinical and adjunct faculty appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the division's committee on appointments, promotions, and tenure. This paragraph will govern special faculty appointments and promotions for faculty in the department of biomedical engineering with appointments principally based in the School of Medicine. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

c. Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. For secondary appointments and promotions in the division of general medical sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the divisions committee on

appointments, promotions, and tenure. This paragraph will govern secondary appointments in the department of biomedical engineering principally based in the School of Medicine and promotions of faculty holding such secondary appointments. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

5.10: The Committee on Appointments Promotions and Tenure

a. The Committee on Appointments, Promotions and Tenure shall be a standing committee of the faculty and shall consist of ~~twenty-four~~ full-time faculty members. ~~Eighteen~~ members shall be elected by the full-time faculty and six members shall be appointed by the dean. ~~A representative Dean from~~ faculty affairs shall also be a member of this committee, ex officio and without vote. Department chairs are not eligible to serve on this committee. ~~Ten~~ of the committee members shall have the rank of tenured professor; ~~ten~~ shall be professors in the non-tenure track; and ~~four~~ shall be tenured associate professors. The elected committee members shall include ~~nine~~ faculty members with primary appointment in clinical science departments and ~~nine~~ with primary appointment in basic science departments; the appointed members shall include four from clinical science departments and two from basic science departments. In each election all reasonable effort will be taken to have the number of nominees be at least twice the number of positions to be filled. Members will be elected or appointed for three-year terms. These terms shall be staggered for the full-time faculty members. Committee members may serve only two consecutive three-year terms but subsequently may be reelected or reappointed after an absence of one year. The quorum for conducting the business of the Committee on Appointments, Promotion and Tenure shall be ~~twelve~~ members present for discussion of which eight must have voting privileges. On recommendations for appointment as or promotion to associate professor, all committee members are eligible to vote; on recommendations for appointment as or promotion to professor, faculty committee members who are tenured professors and non-tenure track professors are eligible to vote; on recommendations to award tenure, tenured committee members are eligible to vote. Committee members may be present for discussion but are not eligible to vote regarding candidates for primary appointment, promotion, or award of tenure in the committee member's own department of primary appointment. The committee will be led by two co-chairs, each of whom shall serve a one-year term, appointed by the chair of Faculty Council in consultation with the dean of the School of Medicine. The co-chairs may be selected from either the elected or appointed members of the committee. The chair of Faculty Council, in consultation with the dean of the School of Medicine, each year shall also appoint two co-chairs elect, to serve the following year as the committee's co-chairs. At each committee meeting, at least one of the co-chairs must be in attendance.

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b. The standards for appointment, promotion, and granting of tenure determined by the faculty shall be considered by the committee when evaluating candidates under review.

c. The CAPT shall review and make recommendations concerning all appointments as or promotions to the ranks of associate professor or professor and the award of tenure.

5.11 Sabbatical and Special Sabbatical Leaves

The purpose of and conditions for sabbatical leaves are discussed in the Faculty Handbook, Chapter 3, II A. The conditions are based on the premise that the faculty member requesting a sabbatical leave is tenured. A sabbatical leave may be requested by a faculty member and, based upon all factors including the specific study proposal and subsequent recommendations by the department chair, the Faculty Council Steering Committee, and the dean, may be granted by the president. In cases of tenure track and non-tenure track, or special faculty, special sabbatical leaves may be recommended as well, at the discretion of the dean. However, such leaves may not necessarily incur the obligation of university or School of Medicine financial support. For faculty with tenure track, non-tenure-track, and special appointments, the provost shall specify whether the leave period is to be counted as part of the pretenure or pre-promotion period, as the case may be.

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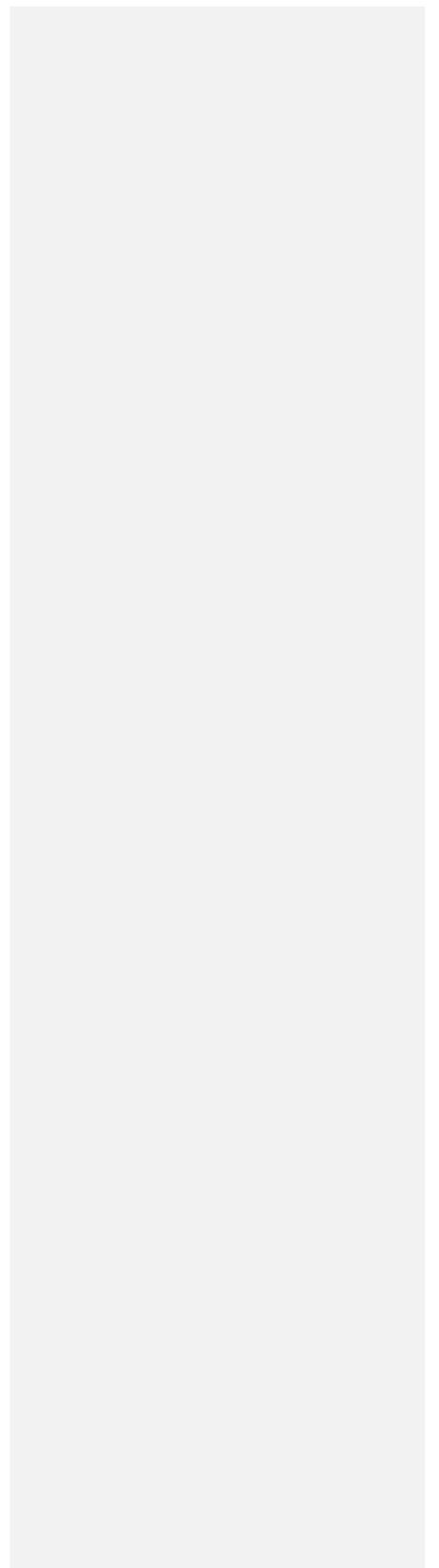
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ARTICLE 6 - AMENDMENT OF THE BYLAWS

An amendment of the bylaws may be proposed by majority vote of the Faculty Council, by the dean, or by written petition of 20 or more faculty members. Proposed amendments will be submitted to the secretary of the Faculty Council and ordinarily will be considered by the Faculty Council within the same academic year if submitted prior to April 1 of that year. The proposed amendments and the recommendations of the Faculty Council will then be sent by mail to full-time members of the faculty and may be discussed at a regularly scheduled meeting of the faculty held at least four weeks after the mailing. During discussion of proposed amendments at a faculty meeting, non-substantive changes in the proposed amendments may be made by majority vote. The vote on any proposed amendment shall be by mail ballot of the full-time faculty. Approval shall require an affirmative vote by a majority of those faculty members returning ballots. At least three weeks shall be allowed between the mailing of ballots and the determination of election results. The Faculty Council shall review the bylaws at least once every five years and shall propose amendments as desired to the faculty.



Results

Bylaws Amendments

Amendment	Ballot	In Favor	Against	Abstain
Amendment 1 - 2:1	Membership of the Faculty of Medicine	167	7	3
Amendment 2 - 2:4	Meetings of the Faculty, 2:5 Voting Privileges & 2:6 Functions and Duties of the Faculty	167	8	1
Amendment 3 - 2:7	Committees of the Faculty	168	5	4
Amendment 4 - 3:1	Purpose and Functions of the Faculty Council	159	11	4
Amendment 5 - 3:6	Committees of the Faculty Council	154	17	2
Amendment 6	Special Committee to Nominate Candidates for the Search Advisory Committee	161	9	4
Amendment 7 - 3:7	Meetings of the Faculty Council	171	1	1
Amendment 8 - 4:2	Function of Departments	164	7	2
Amendment 9 - 4:3	Academic Department Chairs	163	8	3
Amendment 10	Faculty Council Approval of any changes to the Faculty Activity Summary Form	163	8	3
Amendment 11	Department Chairs to call a department faculty meeting at least each year	170	3	1
Amendment 12 - 4:4	Establishment and Discontinuance of Academic Departments	168	5	1
Amendment 13 - 4:5	Review of Academic Departments	168	4	2
Amendment 14 - 5:1	Classification of Appointments & 5:10 The committee on Appointments, Promotion and Tenure	157	14	3
Amendment 15	"Combined Achievement Track" (to describe or identify the non-tenure track) have been deleted and the expression "non-tenure track" substituted	167	2	4

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

Dean

Senior Vice President for Medical Affairs

Office of the Dean

10900 Euclid Avenue
Cleveland, Ohio 44106-4915

Visitors and Deliveries
Biomedical Research Bldg., - Rm. 113

Phone 216-368-2825

Fax 216-368-2820

<http://casemed.case.edu>

February 20, 2015

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

Dear Dr. Savinell:

As noted in the accompanying memo from Dr. Mark Aulisio, Chair of the School of Medicine's Faculty Council, the Faculty of Medicine voted in May 2014 to recommend amendments to the Faculty of Medicine Bylaws. We were hoping to consolidate another proposed amendment with these amendments, but the proposal process has taken longer than anticipated. The Faculty Council Steering Committee has asked that I forward without delay the amendments accompanying this letter. I am happy to do so.

The amendments appear in multiple sections throughout the Bylaws and are generally intended to increase faculty participation in governance, broaden representation, and clarify how certain faculty rights may be carried out.

Along with other changes, the proposed amendments:

- ▣ add a third annual Faculty of Medicine meeting to be devoted in large part to an open agenda;
- ▣ clarify the Faculty Council's role by bringing previously scattered sections of the Bylaws together;
- ▣ expand the role of the Nominating Committee to include election oversight under a new name, the Nomination and Elections Committee, and require more complete reporting of election results;
- ▣ provide that faculty who self-initiate their promotion or tenure have an advocate, selected from the CWRU faculty, at the department CAPT consideration of their candidacy;
- ▣ provide that the Faculty Council must approve any changes to the Faculty Activity Summary Form;
- ▣ require that department chairs call a meeting of their faculty at least once annually to identify and define issues pertinent to the department's mission;
- ▣ expand the size of the faculty's Committee on Appointments, Promotions, and Tenure.

The revised text of the Faculty of Medicine Bylaws with the amendments indicated is enclosed with this memo. I concur with the Faculty of Medicine and recommend approval of these amendments.



SCHOOL OF MEDICINE

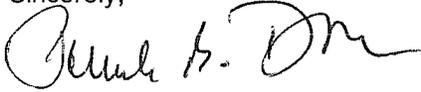
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UNIVERSITY

Robert Savinell, PhD
February 20, 2015
Page 2

Please submit the proposed amendments to the appropriate committees for their review at their earliest opportunity. I would be pleased to answer any questions that might arise during the review process.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Pamela B. Davis". The signature is fluid and cursive, with a large initial "P" and a long, sweeping tail.

Pamela B. Davis, MD, PhD

c: Dr. Robert Petersen, Past-Chair, Faculty Council
Dr. Mark Aulisio, Chair, Faculty Council
Nicole Deming, Assistant Dean for Faculty Affairs and Human Resources, SOM

enclosures

February 19, 2015

Pamela B. Davis, MD, PhD
Dean, School of Medicine
BRB 105
4915

Dear Dean Davis:

At its February 24, 2014, meeting, the Faculty Council voted to recommend approval of amendments to more than a dozen sections of the Faculty of Medicine Bylaws. These include sections concerning, among others, the membership and meetings of the faculty, faculty committees and committee chair selections, establishment and discontinuance of departments, and the roster of CAPT members.

The Faculty Council reconvened on March 24, 2014, and, after discussion and debate, decided to call for separate votes by the Faculty of Medicine on each of the proposed amendments. After preparation of the ballot, the Faculty of Medicine vote began on April 15, 2014, and (after the required 3-week voting period) was completed on May 6, 2014.

The Faculty of Medicine voted to recommended approval of each of the amendments. The separate votes are recorded on the attached page.

Last year's Faculty Council Chair Bob Petersen did not forward the approved amendments to you in May because he believed, and I concurred, that another amendment affirming faculty rights in Divisions with the status of departments would be quickly added to these. Consideration of the additional amendment has taken more time than anticipated, and I, along with Steering Committee, believe it's time to have the approved amendments forwarded for further consideration.

I have enclosed a copy of the proposed amendments that are in a format that will permit you to see the changes that have been recommended for approval. After your review, I hope you will join me in recommending approval of the amendments by the Faculty Senate, as required by the Faculty Handbook.

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

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Aulisio', written over a light blue horizontal line.

Mark Aulisio, PhD
Chair, Faculty Council

cc: Robert Petersen; Nicole Deming