

CASE WESTERN RESERVE UNIVERSITY
Faculty Senate
Executive Committee

March 7, 2008 meeting
1:00-3:00 p.m. – Adelbert Hall Room 352

AGENDA

1. 1:00 Approval of Minutes of the February 14, 2008
Executive Committee meeting - attachment D. Matthiesen
2. 1:05 President's announcements B. Snyder
3. 1:10 Provost's announcements/updates J. Goldberg
4. 1:15 Chair's announcements D. Matthiesen
5. 1:20 Discussion of proposal to alleviate classroom shortage D. Feke
6. 1:30 Report on the University Undergraduate Faculty W. Deal
7. 1:45 Report from the Budget Committee K. Ledford
8. 1:55 Report from the *ad hoc* Committee on Pandemic Flu J. Alexander
9. 2:10 Approval of the agenda for the March 27, 2008
Faculty Senate meeting D. Matthiesen

CASE WESTERN RESERVE UNIVERSITY
Faculty Senate
Executive Committee

Minutes of the March 7, 2008 meeting
Adelbert Hall, Room 352

Committee members in attendance:

| | |
|------------------|-------------------------|
| Jay Alexander | David Matthiesen, Chair |
| William Deal | Diana Morris |
| Dominique Durand | Elizabeth Tracy |
| Jerold Goldberg | Susan Zull |
| Kathleen Kash | |

Committee members absent:

| | |
|-------------------|----------------|
| Julia Grant | Barbara Snyder |
| Bill Leatherberry | Glenn Starkman |

Others present:

Susan Case, Chair, Faculty Senate Committee on Faculty Compensation
Don Feke, Vice Provost for Undergraduate Education
Kenneth Ledford, Chair, Faculty Senate Budget Committee

Call to order and approval of minutes

David Matthiesen, Chair of the Faculty Senate, called the meeting to order at 1:05 p.m. There being no objections or corrections offered, the minutes of the February 14, 2008 Executive Committee meeting were approved as submitted.

Provost's announcements

Interim Provost Jerold Goldberg announced that an updated version of goals to be articulated in the developing strategic plan will be posted on the university's website soon. It is intended that this document generate campus-wide comment. The provost urged people to offer solutions and suggestions as well as criticism, and to keep in mind that this is a "work in progress." Four town hall meetings are scheduled the first week in April, and the provost asked the Executive Committee to promote this opportunity for faculty input and engagement in the strategic planning process.

By March 17, the provost will submit a document to be reviewed by the Faculty Senate's standing committees, and discussed at the March 27 Faculty Senate meeting. Standing committee members should be alerted that this is a draft only, and that it is also being posted on the website. Professor Goldberg responded to questions and comments, noting that even after the strategic plan is presented to the Board of Trustees in June there will still be material to add, such as financial data and metrics.

Chair's announcements

Professor David Matthiesen, chair of the Faculty Senate, reported that the results of the voting on “priorities with budget impact” have been shared with the administration and the Board of Trustees. Meetings with the appropriate standing committee chairs, the president and the Senate leadership have taken place. With regard to increasing the faculty compensation pool, President Snyder has stated her intention to pursue this priority in a very broad sense to address competitiveness in recruiting and retaining faculty. Professor Matthiesen responded to questions and comments, and reminded the Executive Committee that these plans will be phased in over time.

Proposal to alleviate classroom shortage

Professor Don Feke, Vice Provost for Undergraduate Education, again summarized the current situation involving a shortage of classroom space during certain times, and asked that the Executive Committee support a proposal to release the Provost's Hour to address this situation. Though this is an administrative issue, Professor Feke indicated that having the Faculty Senate's support would be helpful in promoting the change to those affected by it.

To this end, a motion was drafted, and a vote taken among Executive Committee members with eight approvals and one abstention. The motion will be submitted to the full Senate at the March 27 meeting.

Report on the University Undergraduate Faculty (UUF)

Professor William Deal, the Executive Committee's representative to the UUF Executive Committee, reported that the UUF Curriculum Committee has tabled a recent motion by the Case School of Engineering to modify the SAGES curriculum for engineering students. That motion, which will come forward for consideration again in the Fall 2008 semester, will be vetted by the appropriate constituent faculties (College of Arts and Sciences, School of Nursing, Weatherhead School, and the Departments of Nutrition and Biochemistry in the School of Medicine).

Concerns about the proposed modification include writing proficiency and a common general education requirement for all undergraduate students, possible complications for students who change majors, and the overall effect on the recruitment of high school students.

Professor Deal also shared a recent draft memo from Professor Gary Chottiner, Chair of the UUF Executive Committee, to a variety of constituencies concerned with potential changes in faculty governance as it relates to the UUF. The memo presents options for maintaining, dissolving, and restructuring the UUF, and asks for feedback from concerned parties. Professor Deal will continue to keep the Faculty Senate Executive Committee informed of these deliberations.

Report from the Budget Committee

Professor Kenneth Ledford, Chair of the Budget Committee, distributed a detailed report of the March 5 Budget Committee meeting. He provided highlights of that meeting, which included a joint effort with the Faculty Senate Committee on Information Resources regarding the process for faculty consultation and budgetary impact of administrative decisions regarding information technology. The Budget Committee also heard a report from the Vice President for Financial Planning, Budget, and Institutional Research on the five-year budget plans, revenue assumptions for the FY 2009 budget, and other issues. The final agenda item was a presentation by the Vice

President for Enrollment Management regarding the entering freshman class and general changes in the financial aid environment. Professor Ledford's report is appended to these minutes.

Report from the *ad hoc* Committee on Pandemic Flu

Professor Jay Alexander, past chair of the Faculty Senate and chair of the *ad hoc* Committee on Pandemic Flu, provided background on the origin of this committee and its recent reconstitution for the specific purpose of reviewing appropriate sections of the university's "pandemic plan." These sections include (1) plans for the continuity/interruption of the research enterprise; this section has been forwarded to the Senate's Committee on Research, (2) professional student involvement in working with flu victims in either a volunteer capacity or as part of their training; this is an issue for the School of Medicine's curriculum committee, and (3) the "academic plan" which addresses accommodations to be made in the event the university closes. The *ad hoc* committee has reviewed and submitted proposed revisions to this academic plan. Professor Alexander will craft a resolution to bring to the next Executive Committee meeting and, with endorsement, take that resolution to the full Senate at the April meeting.

Report from the Committee on Faculty Compensation

Professor Susan Case, chair of the Faculty Senate Committee on Faculty Compensation, distributed two documents recently prepared by the committee: "Guidelines: Salary Inversion, Compression and Inequity," and "Guidelines: Broadened Criteria for Faculty Raise Determination." Professor Case is seeking feedback from the Executive Committee, and eventual Faculty Senate endorsement of the recommendations stated in these documents.

The Compensation Committee has outlined a process for identifying salary inversion, compression, and/or inequity and offered recommendations for addressing this situation. In addition, the committee has articulated reasons why this issue is important to the university.

With regard to broadening the criteria for determining faculty raises, the Compensation Committee recommends: "Demonstrated performance in any combination of excellence in teaching, research, and/or service to the university should be recognized and rewarded." The committee provided a detailed list of "areas for consideration" in the three categories, and also included the reasons why expanding the criteria is important to the university.

Discussion ensued among members of the Executive Committee, and Professor Matthiesen thanked Professor Case and her committee for raising these important issues.

Approval of the March 27, 2008 Faculty Senate meeting agenda

With slight modification to the draft presented, the agenda for the March 27, 2008 Faculty Senate meeting was approved.

The meeting adjourned at 3:00 p.m.

Susan J. Zull
Secretary of the University Faculty

Case Western Reserve University
Cleveland, OH 44106

Report of the Faculty Senate Budget Committee
to the Regular Meeting of the Faculty Senate Executive Committee
Friday, March 7, 2008, 1:00 p.m.

The Faculty Senate Budget Committee met on Wednesday, March 5, subsequent to the Feb. 28, 2008, meeting of the Faculty Senate.

The first item on the agenda was a joint consultation with the Faculty Senate Committee on Information Resources regarding the process for faculty consultation and budgetary impact of administrative decisions regarding information technology. The specific context was the decision by ITS to change the default position for email service for new students from university-provided email to Gmail. Prof. John Blackwell, Chair of FSCIR, reported that FSCIR views its role as looking to promote information technology that is of utility to the faculty. It reviews the budget if ITS and the stated priorities of the ITS administrative leaders but does not have the responsibility to establish priorities. With regard to email, the FSCIR at its February 27, 2008, meeting, when presented with the issue, concluded that the expanded storage capacity of Gmail for each user and its improved virus and spam protection capacity made it a preferred solution. The cost of email to the entire campus is only 1 percent of the \$12 million budget of ITS. Prof. Blackwell indicated that FSCIR wishes an ongoing process of interaction with the FSBC over ITS budget priorities, and Prof. Ledford responded by accepting that offer. Questions from members of the FSBC addressed issues such as whether the costs to faculty and staff of the switch to Gmail were included in reaching the decision to promote the switch; the efficacy of consultation in the form of posts to wikis and blogs; future plans to require faculty to switch to Gmail; the representativeness of faculty presence on ITSPAC; and the process of the transition of specific information technologies from pilot adoptions to internalized utilities. The answers were: not very clearly; consultation could be handled better; no firm plans exist at the future but technology will necessarily "dictate" a shift at some unspecified time in the future; ITSPAC could be more representative of faculty and is dominated by ITS employees; and the university does not do a good job of transition from pilots to utilities.

The second item on the agenda was a report by Chris Ash and Ginny Leitch on the 5-year budget plans, revenue assumptions for the FY 2009 budget, and other issues. Seven of eight schools met their targets on the updated 5-year plans, and the plan of the School of Medicine was returned to meet those targets. Simultaneously, the issue of the shortfall in the financial aid budget arose. As previously reported, for FY 2008 the shortfall of almost \$2 million (\$1.92 million) in net undergraduate tuition will be covered by the contingency in UGEN. For FY 2009, the revenue projections have been adjusted downward by \$3-4 million, but the President has directed that the impact on the undergraduate schools be reduced as much as possible. On March 3, faculty salary guidelines went out to the Deans, with average faculty increase pools ranging from 3 percent to 4 percent among the schools; promotions are still directed to be substantial increases in salary, with 10 percent as a recommendation. The reduction in tuition will be offset by a reduction in costs, including the completion, it is hoped, of the sublease of the Halle Building lease at a net break-even rate by July 1, 2008. Staff salary increases will average

3 percent across the University. UGEN units will have 3 percent staff salary pools, but non-salary UGEN budgets will remain flat, to soften the blow to the schools. Ash announced the constitution of a group to review income allocation rules and indirect cost allocation rules and to provide reviews of the performance of UGEN service centers. For FY 2009, the fringe benefit rate, previously slated to be reduced from 29.5 percent to 28.5 percent, will in fact fall to 28.0 percent. Within UGEN, the 1.5 percent difference will be recaptured in order to fund increased expenditures handled as extraordinary expenses during FY 2008. The Office of Financial Planning and budget will review the 5-year budget plans while the schools are completing their FY 2009 budgets, refreshing them to accommodate the reduced net undergraduate tuition revenue projections. Ash cautioned that whereas the FY 2008 budget had a \$7.5 million contingency, the FY 2009 budget of almost \$900 million will have none, although the budget office will try to find ways to provide one.

The final agenda item was a presentation by Randy Deike and Don Chenelle on the class of 2012 (entering Fall 2008) and changes in the financial aid environment generally. Offers of admission will be completed by March 15, about 1 week later than 2007. The goal is to yield a class of 1,050 from 7,273 applications (19 ahead of 2007). Some 3,500 offers have been made, and another 1,300 to 1,500 will be made. One encouraging point is that the number and quality of early action applications is ahead of last year. The financial aid aspect of admissions presents a number of challenges. As previously imported, our student body has already in 2008 qualified for additional need-based financial aid, at a time when the financial aid market is suffering reverses in a general atmosphere of capital and credit reduction. The "School as Lender" program, largely used for graduate students, which permitted the University to generate income of \$1.4 million as loan originator fees will cease to accept new students on July 1 because the federal government is ending it. The University will lose that sum previously devoted to funding undergraduate financial aid. Students whose families have no or bad credit records will face significantly higher interest rates on loans. Competition in the market is sharpened by competing universities adopting "no loan" policies or "fixed percentage of tuition" policies for families with incomes below figures as high as \$200,000 per year (Yale). This makes this year's admission cycle and yield likelihood harder to predict than historically has been the case. The University cannot afford "no loan" policies; that at Washington University cost an additional \$2.5 million per year in financial aid. The key continues to be the need to raise endowment to fund undergraduate scholarships. A lively discussion ensued among the FSBC members about the role that the schools can play in development efforts to raise funds for those scholarship endowments.

The meeting adjourned at 5:30 p.m.

Respectfully submitted,
Kenneth F. Ledford
Associate Professor of History and Law
Chair, 2007-08 Faculty Senate Budget Committee

